STRATEGIC PLAN REFRESH

Summary of Stakeholder Listening Sessions

Spring 2023

Prepared by the Office of Strategic Planning
strategicplanning@utsa.edu

UTSA®

Table of Contents

UTSA Strategic Plan Refresh Listening Sessions
Overview and Methodology

During the Spring of 2023, UTSA undertook a major effort to collect feedback from faculty, staff, and students regarding the University's current, ten-year **strategic plan** (2018-2028). Over 2,000 stakeholders participated in the effort across 50 distinct listening sessions hosted between March 16 and April 20, 2023.

At the end of each listening session, the Office of Strategic Planning prepared a succinct summary each unit's feedback. These reports seek to balance the breadth of topics discussed with the topics discussed by the greatest number of participants to help the Steering Committee prioritize its efforts. Each report includes a summary of the major themes discussed; the reports include a count of how frequently each theme was mentioned (the count includes verbal comments, comments shared in chat during virtual sessions, and "likes" to comments shared in chat).

To preserve anonymity, speaker names have been omitted. The number of attendees in each session was tracked but the number does not distinguish between the type of attendees (e.g., faculty or staff). Some sessions targeted campus employees while others targeted students.

Summaries from across colleges and divisions were summarized and shared with the Strategic Plan Refresh Steering Committee as it considers revisions to the current strategic destinations and initiatives. Colleges and divisions are encouraged to incorporate insights from the Listening Session in their own strategic planning or operations.

UTSA stakeholders are encouraged to share their feedback about UTSA's ten-year strategic plan using the online portal.

Academic Affairs: Academic Innovation

Date: 3/27/2023
Time: 11:00 AM to 12:00 PM
Location: BSE 2.102
Format (e.g., in-person, virtual, etc.): In-person
Number of Attendees: 43

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future?

1. **Pride in Our Results and Positive Momentum** | UTSA's achievements in recent years are a source of both inspiration and pride, noting that there have been "dramatic changes since 2018. People were especially inspired by the positive "perception that prospective students have," new facilities downtown, the merger with the Southwest School of Art, and the increased sense of pride that San Antonio has in UTSA ("seeing UTSA t-shirts everywhere you go."). One longtime employee said, "I don't recognize this place" (in a good way). Student Success and the growth of experiential learning have emerged as areas of major growth. (x6)

2. **Collaboration and Responsive Leadership |** There is a palpable sense of excitement from "people working well together to try and move things forward." Many are energized by the sense of collaboration, noting, "it feels good to know that the faculty feel good." There is a shared belief that UTSA truly seeks innovative solutions to address persistent challenges. Some credited the "openness" of leaders "who really listen" and value "transparency" as creating conditions that enable collaboration and creative problem-solving and hope it will continue. (x6)

3. **Clear, Worthy Goals |** UTSA's strategic plan is "focused," straightforward, clear, and aspirational, unlike plans at other universities (one person described previously working at a place with "too many pillars"). One person stated that they appreciated the term "destination," in that organizational transformation is a trip, a road we are going to travel together" and that employees can see how their work aligns and that they are "part of that trip, that journey." (x4)

Q2. What should UTSA do to achieve its imagined future?

1. **Refine Destination 3 to Focus on People and Culture** | UTSA should use the opportunity of the strategic plan refresh to rethink the wording and focus around Destination 3, perhaps by emphasizing "Make UTSA a Model Employer." Recognizing that talented employees can motivate many of us to do our best work, UTSA must attend to how we strengthen and support employees to retain them. As we continue to grow, we will likely need to "grow the size of staff." Ensuring that our faculty and staff feel supported also contributes to our Student Success goals. UTSA should continue to diversify its faculty and staff to mirror student demographics. One person suggested that we add a KPI to track the number of faculty and staff who are UTSA alumni as it is a point of pride. (x8)

2. **Improve Operational and Process Efficiency** | To achieve the destinations, UTSA should concentrate on "fixing their processes," especially systems that are "not efficient" and "overly bureaucratic." This could be packaged as an area of focus for Destination 3; by improving operational efficiency, we help our employees carry out their assigned duties more effectively; said one, "UTSA could be a national leader in this area." (x3)

3. **Maintain Our Hispanic-Serving Commitment** | Some noted that while other universities may talk about valuing diversity, UTSA truly embodies its commitment to serving students from underrepresented backgrounds. Some wonder how UTSA can continue to maintain this commitment in both the language of the plan and our actions in the current political environment of the state. While we maintain our focus on being a Hispanic-Serving institution, UTSA should ensure that students from all backgrounds feel welcome here. (x5)

Q3: As you think about Academic Innovation, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Keep Seeking Stakeholder Feedback, Keep Raising Our Visibility** | Many praised the good work that Academic Innovation is currently doing and offered three suggestions to maintain this positive trajectory. First, everyone in Academic Innovation can be an "ambassador for the unit," and should play a role in helping to "connect people and pieces" within and across UTSA. Second, Academic Innovation should continue to seek and "incorporate feedback from stakeholders… especially students." Third, Academic Innovation should look to our peers in the state and abroad to see where they are successful and where they are struggling–this broader view will help the unit identify new opportunities and to put challenges into perspective. (x4)

Q4: What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Improve Plan Visibility and Provide Regular Updates** | While the speaker felt knowledgeable of current projects and initiatives," they worried that "maybe other staff members may not be aware of those initiatives." It might be helpful to have short updates/sessions of recent plan highlights and to do a better job of elevating the stories of "those who have been impacted by the destinations." (x3)

Q5: Given what you know and the area where you work, what do you see as the highest opportunity for an innovative and/or creative idea that could have a positive impact for students, faculty, staff, adult learners or corporate success?

1. **Improve Our Partnerships and Corporate Relationships** | UTSA continues to "stay relevant" by engaging with and serving our external partners. This includes working closely with area companies and industry leaders to ensure that we offer degrees that help graduates be prepared to enter the workforce. Attendees were encouraged that UTSA has a new director for alumni relations and hope that this might create more opportunities to connect with and learn from our alumni. UTSA's partnership with the Southwest School of the Arts can open the door to additional partnerships and outreach opportunities. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (ACADEMIC INNOVATION)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination	X	
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it	X	*
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | This Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or more		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	

Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	*

Academic Affairs: Academic Success (Session 1)

Date: 3/24/2023
Time: 9:00 - 10:00 am
Location: JPL Assembly Room & Zoom
Format (e.g., in-person, virtual, etc.): Mostly In-Person & Hybrid Option
Number of Attendees: 27 (2 virtual)

SUMMARY OF QUESTIONS

Q1: What most inspires you about UTSA's future?

1. **Growth |** It's exciting that UTSA is growing on many levels. Not only have we increased enrollments and our research activity, but we're "committed to growth and producing students prepared to lead and contribute to once they graduate." Said another, "we are intentional about growing *with* San Antonio. We keep finding room to grow and innovate." (x12)

2. **Serving Students |** UTSA's mission and commitment to student success motivate many to come to work and perform their jobs well. Providing students with "the multitude of career opportunities will have through career-engaged learning" is another motivator. The fact that UTSA is committed to providing "equal access to education and jobs after graduation" is inspiring. (x8)

3. **Attaining R1 Status and Achieving National Recognition |** UTSA has shown that we can be an example for others to follow as a top-ranked institution. (x5)

Q2: What should UTSA do to achieve this future?

1. **Communicate Internally, Collaborate With the Community |** UTSA must improve communication within and across units to achieve its imagined future. Said one, we need "discussion about how to continue to promote the university across all divisions to make it more uniform." Many saw opportunities to build upon our collaborations with San Antonio to achieve our goals fully. (x8)

2. **Stay the Course |** UTSA's should "maintain momentum" on the work we have begun and bring it to completion. We can expand upon the work we have begun by "continuing to bring thoughtful leaders into our space and allow for opportunities to create in these spaces at all levels." (x7)

3. **It's All About Jobs |** UTSA should preserve a student-first focus and expand opportunities to connect graduates with their careers. (x5)

Q3: As you think about Academic Success, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Clarify Roles and Enhance Collaboration |** It is a careful balancing act. To reach our destinations, UTSA must continue to foster an environment with open communication between units and departments to reduce silos. While we expand communication, we must ensure that everyone understands and performs their role. When we work together, we are at our best. (x11)

2. **Provide Sufficient Training and Support to Employees |** To achieve our strategic goals, UTSA must continue to provide professional development, cross-training, and resources that enable employees to carry out their duties. (x5)

3. **Maintain our Student Focus |** UTSA will be successful if we keep our students on track academically and otherwise. (x5)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Enhance Resources |** To meet rising costs, UTSA must provide additional funding and support for faculty to engage in online teaching and space. This support can go beyond monetary investments, said one, "faculty/staff may get burned out, we need ways to motivate employees throughout the process, we need to find ways even if it's only a simple reminder of why we are doing what we are doing." (x6)

2. **Be open to feedback** from all stakeholders and "reflect upon who is not present in our discussions." (x3).

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (ACADEMIC SUCCESS, Session 1)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, and quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | This Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or more	X	*
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		

Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	*

Academic Affairs: Academic Success (Session 2)

Date: 4/10/23
Time: 11:00 - Noon
Location: JPL Assembly Room
Number of Attendees: 20

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Our Progress and Ability to Become a Distinct University** | Attendees were inspired by UTSA's recent growth and progress–not only have we become bigger and better, but we have also really stepped into our own unique identity. We have evolved by being "innovative," "diverse," and fully embracing what it means to be an HSI-Research University. Said one, "UTSA has the unique opportunity to stand out as an HSI/R1, public-serving institution, emerging as a model instead of falling back into a traditional R1 institution." (x21)

2. **UTSA is a Leader in Student Success |** Many took pride in the central emphasis that UTSA places on student success, including supporting career-engaged learning, putting students first, and providing a high-value educational experience. UTSA should maintain this work to achieve its vision. (x13)

Q2. What should UTSA do to achieve its imagined future?

1. **Continue to Improve Collaboration Within and External to UTSA |** UTSA can further expand its reach by fostering a sense of collaboration between groups. Some groups to focus on might include the CEL and faculty, alumni collaborations, local employers, and community partnerships. UTSA should continue to invest in partnerships throughout the city, region, country, and internationally to achieve its goals. (x15)

2. **Maintain an Equity Focus |** To achieve its goals, UTSA must continue to prioritize equity, DEI services, and affordability. (x9)

3. **Make UTSA a Model Employer |** People are central to UTSA's ability to reach its strategic destinations. It is important to "pay staff for their institutional knowledge and experience" and invest in the workforce through other means. (x7)

Q3. As you think about our college or division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Continue to Refine Student-Facing Programs and Services** |Participants shared many suggestions of how to enhance their current work, including engaging students to get their feedback on current services, deepening community-engaged learning opportunities (and increasing the number of CEL courses), partnering with faculty to improve collaborations with Academic Success, and investing in student programming overall. Alumni and local employers could be potential partners as well. (x18)

2. **Embrace a Continuous-Improvement Mindset** | Academic Success can help UTSA achieve its goals by improving how data is tracked and used and keeping an eye towards making processes more efficient. In particular, Academic Success might track post-grad career data and student persistence with Najim Center participation. (x7)

3. **Ensure Employees Have the Knowledge, Skills, and Resources to Succeed |** UTSA should provide sufficient resources for programming, invest in workplace talent, and provide excellent training and professional development. (x5)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Continue to Maintain a Forward-Looking, Campus-Engaged Process |** The Strategic Plan Refresh Steering Committee should continue on its current trajectory by seeking feedback from the campus and keeping up with communication. Said one, "do not slow down. Full speed ahead." (x7)

2. **Improve Process and Operational Efficiency |** UTSA should continue to seek ways to streamline services and processes impacting students and staff. This may include technological investments. (x5)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Academic Success, Session 2)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		

Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	*
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Alvarez College of Business

Date: 3/27/23
Time: 1:00 PM
Location: BB 1.01.20
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 15

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future? (Top Responses)

1. **Pride in UTSA's Growth, Transformation, and Reputation** | Many cited UTSA's recent achievements and accomplishments among their top sources of inspiration. Some praised specific achievements, like Carnegie R1 recognition and the move to Canvas. Others drew inspiration from UTSA's transforming identity, including our growing coverage in the media and an increasing international reputation in new markets. Said one person, "Every time you see something in the news about UTSA, I can say "I'm a part of it'" Not only are these achievements energizing, but many also implied that we're on a trajectory toward continued growth. (x4)

2. **Growth in Student Success and Student Achievements |** Said one, "I think about hearing where our students are getting hired and internships (JP Morgan, Disney). I think it validates everything we are doing here because our students are being hired and chosen over other universities." Hearing the stories of individual students can be powerful. At UTSA, "you can just see the tremendous impact you are having on the students and their families and neighborhoods and communities that I've never experienced before (while working at a university)." (x3)

Q2: What should UTSA do to achieve our envisioned future?

1. **Make UTSA a Model Employer |**To achieve its strategic goals, UTSA needs to make more deliberate efforts to increase staffing and improve wages (to both recruit and retain qualified candidates); one person called for a "UTSA compensation benchmarking study." Many also cited process inefficiencies, specifically concerning People Excellence/Hiring. One person said, "We aren't helping our brand with our way of hiring," noting that sometimes a promising candidate gets hired elsewhere due to internal delays in our hiring process and that the current process "cannot keep up with growth." Some noted that not having enough faculty has resulted in larger class sizes. (x7)

2. **Expand Support for Graduate Students |** UTSA will reach its strategic goals by expanding support for graduate students. Not only will TAs help instructors manage large classes by assisting faculty with grading and "doing engaging classroom activities," being a TA is a great mentoring opportunity to get experience teaching at the college level. Having more Ph.D. students work as research assistants will help UTSA raise its research profile. Current graduate students choose to work outside UTSA because they can earn a higher hourly wage, despite forgoing valuable teaching experience. (x5)

3. **Promote Internal Communication and External Visibility Raising |** UTSA can be more attentive to fostering an internal "continued sense of community" and "storytelling" to broadly celebrate successes across the ACoB and the university. Said one, it is important to "celebrate those positives and embrace change so we can all embrace it as more change happens. We can see that [change] is a good thing and can keep moving in this direction." In addition, UTSA should continue to raise its visibility externally, specifically in the local business community. (x4)

Q3. As you think about our college, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Increase Staffing and Faculty Levels |** The most discussed theme was to increase the number of faculty and staff within the ACoB. Many noted that having additional bandwidth will ensure that faculty aren't so consumed with teaching that they can get more involved in initiatives across the college, build new programs, and strengthen partnerships with the local business community. Additional staff would ensure that students receive appropriate advising and guidance and rebuild institutional memory. Some noted the complexities of hiring, both the slow-moving process and the fact that a high rate of internal transfers may result in leaving gaps elsewhere. (x9)

2. **Sharpen the Focus on Implementation Priorities |** One person said, "The challenge of trying to do everything is tough." To help lessen this burden, attendees stated that understanding how UTSA's strategic initiatives "translate down into goals and projects in the college" would be helpful. Noting that the "how" UTSA implements its goals is important and that if the processes to engage were clearer, "more community members would" get involved to "hire/mentor" students. Providing greater clarity and guidance on harnessing efforts could result in a bigger impact. (x5)

3. **Increase Visibility and Strengthen Ties with Business Community |** Attendees discussed the importance of strong relationships with industry partners. These relationships help strengthen UTSA's reputation, can serve as pools to recruit students into programs like the Executive MBA, and help students find work (such as public accounting firms). Despite having a relatively well-staffed student success center, ACoB could do more to help students explore career options, secure internships, and access support resources. Some noted that to do this work well, additional personnel is needed. (x4)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Maintain our Current Infrastructure |** Many noted that investments in classrooms, furniture, and technology have not kept pace with UTSA's overall growth and transformation. Some noted that classroom technology is outdated, computers don't work well, faculty lack the technology they need to teach effectively, and outdated furniture (and chalkboards) do not create good impressions for students. In addition, university-wide technological infrastructure is outdated and needs upgrades/replacement. (x11)

2. **Continue to Adjust to Post-COVID Norms |** Many applauded UTSA's ability to respond effectively and proactively during the pandemic, performing better than our peers/other institutions. As UTSA continues to adapt and offer students the flexibility of various course formats, we must have internal practices in place to ensure that the quality of asynchronous online classes remains high. (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY: Alvarez College of Business

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it	X	
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		

Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Academic Affairs: COEHD (Faculty + Staff)

Date: 4/4/23
Time: 3 PM
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 48

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Engaging Community |** Many find inspiration in UTSA's close ties with the community and a commitment to providing service and value to San Antonio. One person described their inspiration as: "To see UTSA active in the community in multiple ways is encouraging and necessary so our community members see us as true partners, especially our Hispanic/Latino community." UTSA engages with local institutions, businesses, k-12 schools, and promotes community-engaged research. Not only does UTSA provide scholarships to traditional students, but it has also proven that it can serve both non-traditional and transfer students well. (x5)

2. **Fully Embracing Our HSI Identity |** One factor that makes UTSA distinct is its identity as a Hispanic Serving Institution. Being a HSI/R1 remains rare, we have a great opportunity to do more with this. Some voiced concern that this status is not emphasized enough in planning – "UTSA still skirts the fact that it's an HSI. None of the vision and mission mention HSI." How the university remains connected with and visible to the Hispanic community at all levels, especially locally, is important, especially in the context of equity. (x4)

Q2. What should UTSA do to achieve its imagined future?

1. **Support Student Success Through Class Modality |** We must incorporate greater flexibility into how we teach our courses to serve better our students' needs, such as recognizing that adult learners have "obligations" that may stand in the way of them attending class. We need to more fully, "create and embrace diverse class delivery systems and degree plans to accommodate all students regardless of their life needs." We must "push for STEM education that is more relevant and linguistically appropriate for students." (x5)

2. **Improve Our Research Infrastructure |** As a recently recognized Carnegie R1 institution, we still have room to strengthen our culture around supporting research. For example, one person said, "I hope to see improved support for faculty in identifying, applying for, and servicing grants and the time it takes to develop proposals to increase the funding to allow more students to participate in the transformative work happening here." Increasing the support to grant seekers will positively impact our overall research productivity. (x2)

Q3. As you think about our college, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Expand College-Level Research Growth |** COEHD should employ aligned strategies to improve becoming a great public research institution (Destination One). COEHD's "research goals are transformative and aimed at improving equity and quality of education for all students," and we should do more to operationalize and realize our own potential fully. We could play a stronger emphasis on graduate research. We could also strengthen "faculty dialogue" to bolster our own research programs and collaborations. We may be overlooking an opportunity to help staff improve their research skills, such as with statistical analysis. (Dean Torres noted that changes to doctoral packages might help students complete their degrees while also contributing to faculty research) (x4)

1. **Expand College-Level Student Success |** COEHD should employ aligned strategies to improve student success for our students (Destination One). Concerning pre-service teachers, we can prepare them for their careers by offering more advice and advocating for their needs regarding certification and testing. (Dean Torres noted that changes to doctoral packages may help students complete their degrees while also contributing to faculty research) (x3)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Make UTSA a Model Employer |** UTSA's employees are vital to its long-term growth, transformation, and success. The strategic plan refresh can be an opportunity to value our staff more intentionally and put measures in place to ensure that they are paid appropriately and retained over time. Said one, "Looking at our vision, I don't see any mention of staff. We have these lofty goals that are well thought out and aspirational, but we've lost a lot of people in COEHD over the last few years, and I don't hear anything about filling those gaps in staffing because we're all doing a lot, and we are being asked to do more without help." (x5)

2. **Expand Partnerships |** To fully realize its potential, UTSA could expand its network of partnerships. Said one, "While it's good that UTSA has strong connections with our community, I also think that we should forge connections with other universities and also governing entities to have a greater impact to improve the experiences and preparation of our students and the careers of our faculty and staff." (x1)

3. **Enhance Support for Graduate Students |** UTSA could offer more resources to help us recruit and retain the best graduate students. Said one, we need "more funding for our doctoral students' packages; and more funding to invite competitive prospective doctoral students to interview for our doc programs. To ensure that we serve graduate students appropriately, we might host a focus group with them to ensure we fully understand their unmet needs." (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY: COEHD (Faculty + Staff)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership			
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)			
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		x	
Should UTSA revise or add a destination?			
No Changes | Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		x	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		x	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	x	
SUBTHEME	**Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	x	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		

Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants	x	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	x	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	x	*
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	x	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	x	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	x	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	x	*
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	x	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	x	

Academic Affairs: COEHD (Student Session)

Date: 4/11/23
Time: 1:00 PM - 2:00 PM
Location: MB 0.224
Format (e.g., in-person, virtual, etc.): Hybrid, Mostly In-Person
Number of Attendees: 73

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Commitment to Student Success |**UTSA has made the student experience better by committing to OER, reducing textbook costs, and investing in tools like Canvas that improve the classroom experience. When asked, many students said they were satisfied with their "helpful" advisors who helped them navigate course selection. (x15)

2. **Commitment to Diversity and Affordability |**UTSA inspires COEHD students by being a true standout in serving Hispanic students and making college accessible and affordable through generous scholarships and grants. UTSA needs to keep finding ways to make it possible for students to overcome the financial, cultural, and logistical challenges of earning a post-secondary degree. UTSA's accreditation status helps graduates stand out when they hit the job market. (x3)

Q2. What should UTSA do to achieve its imagined future?
(Throughout the session, attending students described challenges and opportunities at the university and college level that COEHD leaders may work to address. All responses are summarized below, recognizing that different groups may address them.)

1. **Expand Course Offerings and Reduce Scheduling Conflicts |** The most frequently voiced concern from students was that there are too many course scheduling conflicts in COEHD – students reported that required courses were scheduled at the same time (or one was on Main Campus, another Downtown) making it impossible for them to keep pace with their degree programs. Students hope that COEHD will offer more course sections and/or avoid these overlaps or expand hybrid/online classes that make it possible to attend classes that are scheduled one after another. Working parents noted that classes that meet after 6 pm could be challenging because childcare is unavailable. Students encouraged COEHD to rethink how it does school-based placements because the current system doesn't consider logistics, and some students are driving 40+ minutes to do their student teaching. (x10)

2. **Improve the Visibility of Services and Offerings |** Students noted that they would like more information about available resources, services, and programs, such as "more information about scholarships" and learning more about things like the Academy for Teacher Excellence. Many noted that emails can "get long" and aren't the best way to inform students of opportunities, but perhaps classroom visits/announcements would be more effective. Others praised "pop-up events." Within COEHD, students asked for more information about how to get

engaged in research. Many attendees had never heard of the paid teacher residency. Students noted that disability services could be more transparent and accessible than it is currently. (x8)

3. **Address the Logistical Challenges of Being a University with Multiple Campuses |** COEHD students expressed "frustration" at the logistical challenges of taking classes on Main and Downtown campuses, noting the lack of transportation between sites and "lack of convenient parking." (x6)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY: COEHD (Students)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME **Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		

Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	*
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	*
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: HCAP (Faculty + Staff)

Academic Unit / Support Unit: HCAP

Date: 3/31/23
Time: 12 PM to 1 PM
Format (e.g., in-person, virtual, etc.): Hybrid
Number of Attendees: 80

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Emphasis on Student Success and Diversity |** The diversity of the student body and UTSA's role in promoting social mobility were highlighted in several statements. In particular, UTSA's focus on supporting first-gen and Hispanic students and increasing resources to improve their success inspires many. One person cited the diversity within HCAP as another point of inspiration. (x15)

2. **Deep Community Engagement |** Another source of inspiration is UTSA's positive reputation within the community and our commitment to engagement and partnerships. One person cited their inspiration as, "the opportunity to lead and contribute to an effort to address the health disparities in south Texas." Another said, "We have made an effort to be a major player in San Antonio." (x12)

3. **Growth and Innovation |** UTSA's recent growth – becoming an R1, creating new degree programs – and the potential for UTSA's future growth and its willingness to embrace change and new ideas were all named as sources of inspiration. One person described this change as "the energy has shifted." Said one person, "What inspires me is the opportunity to keep building the institution. We are still a young institution with a bright future." As a specific example of innovative practice, one person cited UTSA's unique transdisciplinary focus on community health research. (x9)

Q2: What should UTSA do to achieve its imagined future?

1. **Make UTSA a Model Employer |** Recognizing the central role that people make in enabling UTSA to achieve its strategic destinations, they urged the campus to use the refresh process as a way to improve how we support, recognize, and retain talented faculty and staff. One person noted, "We work so hard to recruit faculty, only to lose them." Many cited competitive wages as a factor that attributes to attrition and resource constraints. There was a call to expand professional development for staff, especially those working in academic success. (x40)

2. **Expand Research Support and Infrastructure |** For UTSA to achieve Destination 2 ("become a great public research university) UTSA should improve and expand its support for research. Many called for "more pre and post-award support." One person said, working with "OPE and pre/post are the most stressful experiences I've had here." (x29)

3. **Provide More Resources for Students |** To achieve Destination 1 (Student Success), UTSA must expand its resources and services to support students; this includes financial support, career support, and improving access to resources. In addition to expanding resources, educating faculty so that they can play a more proactive role in making these resources visible to students plays a role. Said one, "We could empower students to have agency to access what we offer." One person noted that having the availability to text students rather than sending them an email, would make it easier to connect them with opportunities, events, and resources. Some would like UTSA to strengthen support for students who transfer to UTSA from community colleges. (x15)

4. **Strengthen Community Partnerships |** To achieve our destinations, UTSA must continue to build and strengthen our ties within San Antonio. Said one person, "We need to further leverage community connections but also figure out how to adequately reward it regarding things like tenure and promotion. HCAP is leading in that, but there is room for improvement at the broader university level." With additional resources, UTSA could develop a database of all community partners. (x14)

Q3. As you think about HCAP, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **College-Level Efforts to Strengthen the Employee Experience |** As UTSA continues to address wage and professional development issues raised previously, participants suggested ways that HCAP could improve the employee experience. This included providing additional support for faculty searches, increasing the budget so that more faculty/staff could attend candidate dinners, and expanding the current mentoring program to include staff. (x10)

2. **College-Level Efforts to Support Research |** Participants offered suggestions of things that HCAP could do to strengthen research within the college. This included increasing research opportunities and funding, adding zero credit options for students to participate in faculty research, and creating a Research Success Center to mirror the Student Success Center. Providing additional travel funding would allow faculty to disseminate their research more broadly. The mentoring program might also support the needs of novice researchers. (x6)

3. **College-Level Curricular Changes |** Participants offered suggestions of curricular changes that HCAP might consider, including "updating course catalog revisions and program requirements" and "to make volunteering for lab count for credit." Others encouraged HCAP to create new degree programs. One person called for an expansion in online offerings. (x5)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(When a comment mentioned here underscored a theme previously named in the report, that comment is counted with the themes above)

1. **Improve Communication and Transparency |** Some noted a need for UTSA to continue improving its communication overall and raising the visibility of student services (especially to faculty who are ideally positioned to point students to the services). Related to the strategic planning refresh process, others encouraged the committee members to value "transparency" and "sending things out in multimedia platforms, not just email and website." One person suggested that UTSA could productively reimagine the strategic planning website.

2. **Expand Support for Graduate Students |** UTSA should "create/enhance high-quality graduate programs with attractive assistantships to bring in good students internationally." (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY: HCAP (Faculty & Staff)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants	X	*
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	

Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate </u>students (either for the student's benefit or to support faculty research)	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Academic Affairs: HCAP (Student Session)

Date: 3/30/23
Time: 12:00 - 1 pm
Location: Hybrid
Number of Attendees: 13

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA and its future?

1. **UTSA offers an accessible education with a diverse community |** One student noted that she was inspired by UTSA's future because of the diversity of students. She noted that whatever your background is, the diversity on campus "makes you feel comfortable and at home." Students also praised UTSA's affordability, the ease of getting textbooks/OER, and how easy it is to park and access the campus. UTSA should keep working to make parking accessible and affordable as it grows. (x5)

Q2. How could UTSA and HCAP better serve its students?

1. **Raise the Visibility of Current Resources |** Many students stated that they are often unaware of the resources available to them; this was especially the case for students who started college during the pandemic and did a lot of online learning. UTSA can work harder to remove the stigma associated with seeking help and increase awareness of resources such as tutoring, peer mentors, and academic advisors. Said one, "Students don't know what's available to them; the pandemic/online made it hard to identify resources (e.g., tutoring)." Students were not very familiar with the Peer Mentoring Program and did not recognize the role that the program could help in navigating campus resources. Students were also unaware of how to access the UT Health Benefit or complained that it takes too long to get medical/mental health care. (x15)

2. **Improve Advising |** Students offered many challenges with UTSA's current advising system and offered several suggestions for improvement. Some noted that the high turnover among staff, especially advisors, meant that they had multiple advisors across multiple years. Students wish that advisors were more knowledgeable about how to link academic interests and careers and how to access experiential learning opportunities/internships. (x10)

3. **Improve Orientation|** New students, especially transfers, face challenges in finding their way around the campus and accessing resources. There is a need for more comprehensive and in-depth orientation programs that go beyond PowerPoint presentations. "For transfers, Not enough orientation to find buildings or understand resources; it's isolated to the student union - not "in-depth enough… it's only a PowerPoint." (x4)

4. **Expand Support for Graduate Students |** Graduate students face challenges in accessing resources and connecting with faculty. There is a need for more resources and support for graduate students to help them succeed in their academic and research pursuits. "Graduate students feel more separated than undergraduates and not connected to faculty," noting, "we

don't have as many resources," and we're "not informed about them." A graduate student said they would like to get more involved in faculty research but don't know where to start. (x2)

Q3. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **High Staff Turn-Over Impacts Students |** Implicit in many students' comments was the sentiment that a high number of staff vacancies/high turnover has had a noticeable effect on students' experiences. In particular, students noted that they had experienced much change with advisors and have found it challenging to access mental health and health resources in a timely fashion. (x5)

2. **Re-Open the Campus Daycare |** Student parents may struggle to attend classes due to the lack of affordable/on-campus child care. One student noted that when classes do not have a hybrid/online option, they may miss class when their child is home sick. (x1)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (HCAP - Student Session)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, and quality leadership			
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis			
Should UTSA revise or add a destination?			
No Changes | Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		

SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio			
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		X	
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		X	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		X	
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders			

Academic Affairs: COLFA, Session 1 (Faculty + Staff)

Date: 4/10/23
Time: 9:00 AM
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 53

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Our Students and Our HSI Status |** Many cited students as their primary source of motivation. UTSA's HSI status and potential to become one of the nation's leading Hispanic-thriving institutions is important to who we are and who we will be in the future. Said one person, "Hispanic-serving implies to me a duty and a responsibility. Hispanic-thriving means that Hispanic students, staff, and faculty are part of our DNA and integral to our success." (16x)

2. **Our Growth and Progress |** Another source of pride is that UTSA has taken many steps to grow in both size and "prominence." UTSA reached R1 through the effort of everyone in the university community. It is "important that we grass-rooted R1—because of blood, sweat, and tears and not an endowment. We did it ourselves." Many cited our growth downtown as an achievement. We have not only achieved great things, but we also have "great potential for growth." (11x)

3. **Engaging the Community and Building Partnerships |** UTSA's deep involvement in our community is a source of pride and inspiration. With current growth and opportunities, UTSA is well-positioned to expand partnerships and amplify its presence in San Antonio. We should "open doors and ask how we can serve [the community] and build bridges." (7x)

Q2. What should UTSA do to achieve its imagined future?

1. **Continue to Enhance Student Support |**In order for UTSA to achieve its three destinations, the university should seek funding and provide more resources for graduate students and promote and expand experiential learning for undergraduate students. Said one, "Support of graduate students is something we need to invest in, especially for students who have to do research; they may need funding to get them started." One person called for more doctoral programs in COLFA. (11x)

2. **Make UTSA a Model Employer |** UTSA's future growth and success hinges upon having a talented workforce. UTSA should invest in hiring new faculty and retaining current faculty by providing additional resources and improving policies and procedures that hinder work. UTSA should "consciously emphasize and incentivize research productivity." Many called for UTSA to increase the size of its faculty, ensure that course loads are reasonable, prioritize efforts to recruit and retain diverse faculty members and review tenure and promotion criteria to accurately reflect community-based research. (13x)

- **Invest in Infrastructure |** UTSA should continue to improve and add new facilities to meet our current demand and plan for a future that includes growth. Many noted that COLFA needs more "space" and that it is important to ensure that all classrooms have digital upgrades to bring students together in person and online. As this happens, the university could be more intentional about its communication, noting, "I know there's a lot of building movement around campus. It feels a little confusing having things come down from the university and not through COLFA as it makes envisioning feel tenuous." (9x)

Q3. As you think about COLFA, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Highlight Accomplishments to Attract Support |** COLFA should make sure other colleges and schools and the public understand what COLFA does and where there are opportunities to collaborate and provide/seek funding. Said one person, "I think anything we can do to highlight our programs and grow our enrollment can help the university's bottom line." Many noted that enhanced resources would help COLFA more effectively deliver its mission. There was a call to expand its donor base and fundraising activities so that the college can improve physical and virtual spaces to broaden use and advance programs and research. (15x)

2. **Expand Academic Programming |** COLFA should consider adding programs and centers and integrating them with other programs and schools at the university. Said one person, "There are all kinds of opportunities…What do we as social scientists bring to the table? How do we integrate ourselves into the DNA of this new school (Data Science)?" There was the recognition that COLFA faculty are already engaged in interdisciplinary work and this could be a rich ground on which to build research partnerships and new academic programs. (8x)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Prioritize Faculty Development for Innovation |** As UTSA seeks to grow its research enterprise and seek greater prominence, UTSA should supply additional resources and incentives for faculty to engage in research and to stay at the university (e.g., Travel funding, connecting with STEM, more courses). Providing a guaranteed pre-tenure leave will also help with retaining talented faculty. (10x)

2. **Fully Become an "R1" |** While UTSA meets the definition of a Carnegie R1 institution in terms of expenditures, we still have room to grow with respect to truly becoming an R1 regarding facilities, research support, and infrastructure. We all recognize that this evolution will come but it should remain a top priority for the steering committee. (x5)

3. **Improve and Expand Resources for Student Success |** Faculty should collaborate with students on publishing and research. The university should invest more in collaborative technologies and spaces and promote research to first-generation students. (4x)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (COLFA, Session 1)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	x	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	x	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	x	*
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	x	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	x	
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants	x	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	x	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	x	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	x	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		

Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	x	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	x	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	x	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	x	*
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	x	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	x	

Academic Affairs: COLFA (Faculty + Staff, Session 2)

Date: 4/11/23
Time: 3:00 PM
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 35

Q1. What most inspires you about UTSA's future?

1. Innovation and Growth | UTSA is moving forward and expanding its presence downtown. The university is adapting to student needs and has a forward trajectory. The energy at UTSA is palpable, and the university's recent attainment of R1 status is opening up new doors. UTSA is committed to innovation and adaptation to meet the needs of students and the community. As one person said, "Feel an energy at UTSA, it's palpable" and "There are things we want to improve, but for example, getting R1 status is opening up doors. Expansion downtown, Southwest School of the Arts. Moving forward excites me." (x9)

2. Community Engagement | UTSA has a founding mission to serve the Mexican-American community in San Antonio, and programs take historical inequality into account. The university provides opportunities and socio-economic mobility to students from diverse communities. UTSA is committed to community outreach and unifying its mission and vision with the city's. There is, in the words of one, "a richness in diversity." We need to be sure that we keep our promises to our community partners because that hasn't always been the case in the past. (x7)

2. Student-centeredness / Student Success | UTSA strongly emphasizes student diversity and reduces obstacles to student success. Students are the reason for everything the university does, and programs are designed to meet them where they are, including transformational efforts like "classroom to career" and "Bold Promise." Many cited UTSA students as a source of inspiration. One person noted, "One of my biggest fears in this current political climate - how do we protect ourselves so we can keep doing what we need to do for our students?" (x6)

Q2. What should UTSA and COLFA do to achieve our imagined future?

1. Build Alliances and Partnerships | As UTSA pursues its three destinations, we must build partnerships with the community and other institutions to improve the delivery of education and opportunities for students (such as renewing our partnership with the San Antonio Museum of Art). We could create and grow student pipelines. Within UTSA, we could do more to build and strengthen interdisciplinary partnerships. Some suggested adding a metric to the faculty merit evaluation to include community-engagement activities. (x13)

2. Make UTSA A Model Employer | Supporting faculty and students by investing in their professional development, providing flexibility for transdisciplinary collaborations, and improving academic language and communication. UTSA must continue supporting all its employees and their professional development, including sufficient travel funding for faculty. Some noted a need for increased administrative support at the department level. (x8)

3. Scale Our Resources for Growth | As UTSA continues on its growth trajectory, we must plan to scale our resources to meet our current and projected growth. This can include investing in facilities and retaining personnel with competitive wages while keeping education costs low for our students. Some suggested that "targeted fundraising" might help to secure new resources, citing COLFA's recent success during giving day. Our growth should ensure that we keep and raise high academic standards. (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (COLFA, Session 2)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	*

Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	*
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		

Academic Affairs: COLFA (Student Session)

Date: 4/20/23
Time: 1:00 - 2:00
Location: Virtual
Number of Attendees: 13

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Pride in Growth |** In recent years, UTSA has expanded its size and reputation–achieving that rare combination of being an HSI and R1 institution. People outside of the university know UTSA and that makes students' degrees more valuable. UTSA's reputation has improved locally as well as outside San Antonio. Attending students found inspiration in this growth and being affiliated with UTSA at a pivotal moment in its history. Said one, "UTSA's future is part of our future. Seeing the progress, prestige, and availability of resources for students is amazing." Not only is this sense of growth exciting, but the growth has also expanded opportunities for students. (x9)

Q2. What should UTSA do to achieve its imagined future?

1. **Improve External Communication and Raise Visibility |** Building on the belief that there are already great things happening at UTSA, to achieve its imagined future, UTSA should improve how it highlights and shares these great things with external and internal audiences. Students called on the university to improve marketing and communication, maximize social media, and show what departments, faculty, and students are accomplishing. There were specific requests to highlight stories of research accomplishments. These storytelling efforts will help UTSA the next generation of students by "emphasizing what makes us special. That's what prospective students are looking for." (x6)

2. **Make UTSA a Model Employer |** UTSA's employees play a vital role in enabling UTSA to reach its three strategic destinations. In improving support for faculty and staff, UTSA should not overlook the needs of our student employees. Attending students called on UTSA to improve pay to meet the cost of living to compete with what off-campus employers are saying. UTSA should expand campus work opportunities to meet the needs of non-traditional students and ensure that work can continue even after a student exhausts their work-study funding. (x5)

Q3. As you think about COLFA, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Expand Student Opportunities |** Within COLFA, students called on college leaders to expand internship and work-based opportunities for students, academic program offerings (e.g., Arabic Language, American Sign Language), and degree requirements (like portfolios) to improve student learning and experience. Said one, "Internships, when required and built into the curriculum, will increase participation." In addition, students believe that expanded funding and resources will allow students to take better advantage of these opportunities. (x8)

2. **Improve Visibility |** Students argued that their peers often do not know what COLFA offers; the college should improve outreach beyond tabling and social media. Leaders should consider more collaboration between departments and schools and find ways to highlight what students have accomplished. (4x)

3. **Strengthen Ties with Alumni |** Students could love to see and hear more from successful alumni. COLFA should invite back their graduates to tell their stories and also for UTSA to help students connect with alumni who could become mentors or employers (noting that the Roadrunner Network may facilitate this). (x3)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Keep Asking |** Students love to participate in this process, learn about what is being done, and have a hand in shaping the future. (x1)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY: COLFA (Students)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		

New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently			
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.			
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		X	*

Academic Affairs: College of Sciences (Faculty + Staff)

Date: 4/5/23
Time: 9:00 - 10:15 AM
Location: Denman Ballroom
Number of Attendees: 48

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Students |** Attendees cited "students" as their greatest source of inspiration. On a related note, others cited UTSA'S "commitment to students" and "diversity" as points of pride. (x13)

2. **Research |** Attendees also drew inspiration from "research," including UTSA earning a Carnegie R1 designation. (x10)

Q2. What should UTSA do to achieve its imagined future?

1. **Expand Investment in Employees, Programs, and Facilities |** To maintain its growth trajectory, UTSA should expand its investment. Concerning people, these "investments" can take the form of both wage increases and investments like "staff appreciation," "mentorship," creating "staff career ladders," and "empowerment." Concerning facilities and systems, these investments can take the form of innovation and "improving infrastructure." UTSA should also increase resources to support faculty research, possibly by creating incentives for external awards. There were several calls to improve professional development for faculty and staff. (x32)

2. **Streamline and Remove Redundancies |** As it grows and improves, UTSA should look for ways to "streamline" operations that currently delay tasks. On a related note, individuals also called for UTSA to "empower" employees and "enable decision-making" to improve operations. (x8)

   Dean Silva followed up on the point of "empowerment," stating "My guess is that it comes from non-faculty colleagues." He noted that since arriving at UTSA he's noticed that was a goal to give staff leaders more authority, noting that continued "development and investment" is needed to achieve this goal.

3. **Improve Collaboration and Communication |** UTSA should continue to improve collaboration and communication (presumably within and across the CoS and the university). (x5)

Q3. As you think about our college, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Expand Resources |** In their Mentimeter responses, many attendees called for "more funding," "resources," and "investment." Some specified that more resources are needed to support "research," "student success projects," and "graduate students." Dean Silva noted that reducing

class caps and expanding compensation are both long-term goals that he's working to improve now (He is targeting mathematics as a strategic priority with more departments to follow). (x21)

2. **Improve Communication |** Several responses included "communicate" and "communicate better." As part of a follow-up, an individual stated that "communication in the college and administration has improved" but remains a growth area in business affairs, stating, "Only when I do something wrong" or when a process/form changes that I get any feedback. Business Affairs could be more "proactive" in its communication because "it's not easy to navigate." Others noted that they would like communication to be less formal and happen in "more small settings." There was great enthusiasm for having a coffee machine where everyone could gather and stay connected. (x14)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(This question is designed to surface new ideas/themes; responses that relate to themes previously noted are included in the counts above)

1. **Maintain a Focus on DEI and Inclusivity |** Several responses included the terms "diversity" and "inclusion" as priorities for the refresh committee to keep in mind. Diversity was sometimes paired with phrases "adding faculty and staff," suggesting that diversity should be a focus in future hiring. Dean Silva underscored the importance of diversifying the faculty and staff. (x13)

2. **Maintain a Commitment to Student Success |** UTSA has made excellent strides in Student Success, and it should focus on this area; some specifically called for additional investments and attention to be paid to "academic success." (x10)

3. **Improve Infrastructure |** As UTSA continues to pursue its destinations, it should invest in its infrastructure. Several issues were raised concerning the CoS, including additional space, issues in the Flawn building (i.e., unreliable wifi, asbestos), and the need for more core facilities and equipment. (x6)

In addition to the questions that were asked in all listening sessions, Dean Silva asked additional questions that were specifically related to the College of Sciences.

Q5. What is needed to advance student success in the College of Sciences?'
The top responses to this question included:
1. More Faculty and Staff and Improved Professional Development / Training (x13)
2. Improved funding for programs and salaries (x9)
3. Mentoring (x5)
4. Curricular Changes / Emphasis on Experiential Learning (x5)

Q6. What is needed to advance research in COS?
The top responses to this question included:
1. More spaces, better spaces, labs (x16)
2. Improving grant support (whether through added staff or streamlined processes - or both) (x9)

3. Improved funding, including funding for students to participate in research (x8)
4. Hiring exceptional faculty and top researchers (x6)

Dean Silva noted that "small grants for students are available," and individuals should contact him for more info.

Q7. Besides more compensation, what's the one improvement COS needs?
The top responses to this question included:
1. Adding Staff (x11)
2. Improved Communication / Transparency of decision-making (x7)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (College of Sciences, Faculty + Staff)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership		X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		X	
Should UTSA revise or add a destination?			
No Changes | Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement			
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	*

Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	X	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		

Academic Affairs: College of Sciences (Students)

Date: 4/12/2023
Time: 4:00 PM
Location: FLN 2.03.02
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 34

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Emphasis on Research and Innovation |** Achieving R1 status, research opportunities, and new activities and initiatives. (8x)

2. **Diversity and Inclusion |** Participants appreciated UTSA's diverse student population. Said one, "I come from the valley. You can see all represented and that they have the opportunity to engage." (6x)

Q2. What should UTSA do to achieve its imagined future?

1. **Improve Academic Resources |** Attending students called on UTSA to expand academic advising, honors options, more unique classes and programs, better and more faculty, and make it easier to participate in research projects. Students indicated that many had not met their advisors–contributing to feeling disconnected and not knowing what opportunities are available at UTSA. (8x)

2. **Increase Communication |** This includes communicating information about policies and opportunities. Students indicate they are not "aware of where information can be found," and there is a "communication hub problem" and "red tape." (x6)

Q3. As you think about the College of Science, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Improve Student Support |** Students requested more and clearer resources regarding student support. In addition to calling for more programs, one person specifically requested improving orientation, perhaps modeled on "Honors Compass Days Orientation was helpful and should be a model for how others conduct orientation." Students implied that they would take advantage of more opportunities if they better understood the full range of opportunities available to them. (x12)

2. **Increase Research Opportunities |** Students indicated wanting more research experience and having more open opportunities to participate in research. (x3)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Student Recognition and Student Focus |** Students stated that a strong focus on students should remain an overriding priority in the strategic plan refresh. In the future, UTSA should continue highlighting students' achievements, encouraging them to continue seeking opportunities, and improving student life opportunities, including focusing on student organizations and mental health. (x8)

2. **Investment and Expansion |** Students encouraged the steering committee to focus on "expansion," including calls to expand UTSA pride, hire more faculty, and improve research opportunities. (x8)

3. **Diversity and Inclusion |** In addition, many called for UTSA to continue to invest in "equity" and "inclusion." (x7)

Q5: What is needed to advance student success in COS?

1. **Embed More Support |** Students identified several resources that they believe would advance student success, including additional study space, mentoring opportunities, tutoring programs, and career-based learning experiences. If other programs are added, "communication" is essential to help students take full advantage of them. Students noted that improved course scheduling and offerings could help them stay on track; one said, "Classes are not offered every semester or in the summer, which makes it extremely difficult to be able to accomplish the 4-year path, which makes it a financial burden." (x13)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (College of Sciences, Students)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME **Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants	X	*
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Faculty Senate and Department Chairs Council (Combined Session)

Date: 4/11/23
Time: 3:30 PM
Location: MB 3.104
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 27

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. Research Growth and Achieving R1 status | Many attendees are inspired by UTSA's attainment of R1 status and the certainty that "transformation into a more mature R1" is on the horizon. Several attendees noted that a factor that sets UTSA apart is that we are the "perfect balance between being HSI and R1." (x12)

2. UTSA's Growth and Progress to Date |UTSA's momentum and growth in recent years is an energizing factor. Individuals noted that they drew inspiration from increasing enrollments, "adding on-campus housing," and "Excellent young faculty. A shared desire to excel." Others noted that UTSA's reputation is improving, and "more people what UTSA is." (x10)

3. Diversity and Commitment to Serving the Community | UTSA's close connection with our region (and "opportunities to engage with the border" was named as another source of inspiration. UTSA is playing a major force in "social mobility" and increasing educational opportunities for Latinx students. (x8)

Q2. Discussion of current destinations - including opportunities and challenges.

Destination 1: Student Success

1. Advising / Student Success | Attendees voiced concerns about the quality and availability of advising services, explaining that students report that they don't have enough time with advisors, advisors are overwhelmed, and some of the changes in how advising support is delivered have not been helpful to students. Some noted that the decentralized advising model doesn't work for students in highly-sequenced majors like engineering and that students are often misadvised on which classes to take, potentially delaying graduation. (x5)

2. Resources | UTSA should continue to allocate resources to support student success activities and services, including raising the visibility of these services so that students are fully aware of offerings. An attendee noted while Student Success Centers provide students with guidance on skills like time management, there remains a gap when it comes to content-specific tutoring; it was suggested that tutoring is best handled by academic departments. (x3)

Destination 2: Great Public Research University

1. **Fully Maturing Into an R1 |** Formally receiving the R1 / Tier One designation from Carnegie is a remarkable achievement representing a concerted effort of faculty and university leaders over many years. Many participants noted that UTSA is continuing to grow into its R1 status fully and hope that the remaining years of the strategic plan will include a focus on developing research infrastructure, increasing funding for graduate students, increasing travel support for faculty (consistently across colleges), and deepening staff support, especially around post-award processes. Some comments connected the survey finding of "being a model employer" to helping to address staff turnover and retention related to research. Another person noted that the current teaching load inhibits faculty from research productivity. (x19)

Destination 3: Exemplar for Strategic Growth and Innovative Excellence

1. **Enhance Facilities, Resources, and Address Deferred Maintenance |** As UTSA grows, it should continue to invest in its campus facilities, including classrooms, office space, and staffing. One person said that currently, staff are "overloaded," and we've done as much as we can "on shoestring budgets." (x7)

2. **Clarify Strategic Plan Implementation |** Many expressed a hope that the strategic plan refresh process will result in greater specificity about how UTSA will operationalize and achieve its stated destinations and goals. Said one person, "I always distrust when people mention strategic growth without telling us what the strategies are." For example, "We want to be at 45k students, but we have faculty who currently don't have offices. Where will we put more faculty?" Others wondered when UTSA would hire sufficient tenure-track faculty to serve an increased student body. In addition, many noted that this destination is unclear and has "so many interpretations." (x5)

Q3. As you think about the Faculty Senate and Department Chairs Council, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. Improved Communication and Collaboration Between Upper Administration and Faculty | Comments emphasized shared governance and faculty input in decision-making. Attendees noted that Chairs Council and Faculty Senate "share the same concerns, but we don't work together to address the issues," it "might be good to get together once a year to discuss. Raise our voices together to be more effective in communication." Some attendees thought that "upper administration should be tapping faculty a little more to find out what's going on and involving them in developing solutions." These steps may help overcome a named challenge: "Many faculty feel a lack of communication on university planning decisions. It can be demoralizing when big changes seem to come out of the blue." Said another, "To ensure joint 'ownership' of the plan - it can too easily be seen as something at the 40,000-foot level and with little connection to the folks on the ground." (x16)

2. Provide Greater Advocacy for Perceived Needs | Moving forward, Faculty Senate and Department Chairs Council believe they could play a more active role in ae most pressing needs

facing faculty. This included drawing attention to infrastructure repairs and enhancements, staffing levels, and research support. One person suggested that to do this well, it will be important to "do a survey of all the faculty to learn their pain points." On the theme of data gathering, another suggested "conducting a benchmark study of the other R1 universities." Beyond advocacy, one person noted that representatives from these groups could play a more active role in identifying "strategic priorities" for UTSA to implement to bring greater alignment between allocations and needs. This advocacy may include lobbying the legislature for support. (x14)

3. Provide Departments and Colleges with Greater Decision-Making Power | Some expressed that the balance has tipped too heavily in favor of centralized services and that departments and colleges need enhanced decision-making powers. (x5)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(Some responses to this question echoed themes mentioned earlier in the discussion, as such, these comments are included in the counts above, and the space below is reserved for novel concepts)

1. Issues with Faculty Support and Morale | Attendees expressed an overall concern about declining "faculty morale," citing concerns ranging from low salaries, lack of support for grad mentoring, and feeling devalued by senior leaders and state policy. Said one, "That faculty morale is significantly lower than it's often assumed to be." Others noted that decaying infrastructure and the lack of a campus daycare center, and insufficient parking contribute to negative feelings. (x9)

2. Concerns about Metrics and Accountability | Participants called for a balanced set of metrics "to emphasize quality rather than just time to degree" and a need for more appropriate attention to the accountability of administrators. (x5)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Department Chairs Council + Faculty Senate)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		

Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement			
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME	**Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		X	
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders			

Academic Affairs: Global Initiatives (International Students)

Date: 3/23/23
Time: 4:00 pm
Location: MB 1.122
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 27

Q1. What most inspires you about UTSA's future? (Top Responses)

1. **Strong Academics & Research Excellence** | UTSA has top-ranked programs in STEM, especially Cybersecurity. International students were drawn to UTSA for opportunities to engage in meaningful research and work closely with faculty experts. Said one, "[Research] is why I chose UTSA." In addition to degree programs, some students noted that the certificate programs are also a draw (e.g., a certification in cloud computing). (7x)

2. **Pride in Institutional Growth** | UTSA became an R1 Institution relatively quickly and continues to grow and set up opportunities for graduate students. There is "always something new to notice." Students appreciated that there are many new opportunities but that UTSA retains a "small," tight-knit feel. (4x)

Q2. What should UTSA do to achieve its imagined future? (Top Responses)

1. **Expand Student Financial Support** | International graduate students hope UTSA can expand financial support through scholarships and employment. Students noted that it could also be difficult to find jobs and even more difficult to find jobs that pay a living wage. Aid is vital because it can cost nearly three times as much for international students to enroll at UTSA as domestic students. Some noted that increased job opportunities would allow them to stay in the U.S. longer. (7x)

2. **Expand (Graduate) Coursework** | Students would like the university to "introduce more specialized advanced courses" and improve the variety of coursework. Some students said that adding more faculty will expand course options. (4x)

Q3. As you think about Global Initiatives, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Prioritize Academics |** Students perceived that UTSA prioritizes athletics over academics. They noted that research resources are limited, faculty are poorly paid, and international students often feel misunderstood or under-supported. Said one, "UTSA as a university that puts itself at a high rank and takes pride in academic research, the resources and investment are not enough." Students note that finding two in-person courses (a requirement for their VISA) within their courses of study can be challenging. (8x)

2. **Expand Research Funding & Resources |** To reach its strategic destinations, UTSA needs to improve the quality of resources to conduct and present research, especially in STEM areas. Equipment is often outdated and, depending on the program, may not be accessible to international students. Travel to conferences and convenings is costly, and reimbursement can create additional financial hardship. UTSA could be more proactive in helping students engage in interdisciplinary research. Students would also like not to pay for resources they do not use (e.g., Recreational Center) (7x)

3. **Enhance Student Support Services |** Besides employment, international students indicate challenges navigating and understanding policies and procedures related to international student enrollment, employment, and funding. Improved communication at the start can help alleviate this issue and allow students to build better the social capital needed to succeed; some felt frustrated that they had shared this information on past surveys only to have to say it again. UTSA should consider how to help international students get jobs upon graduation and expand mental health support. Students noted that accessing medical care in the United States can be difficult and that the cost structure needs to be clarified. (x5)

Q4: What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Expand Financial and Holistic Support for International and Graduate Students |** Attendees identified that both international students and graduate students (and students who are both) sometimes feel like they are an afterthought and that services target domestic undergraduate students. As UTSA continues to pursue its strategic goals, attending students hope that more attention can be paid to making it easier for international/graduate students to get involved on campus, earn scholarship support, and seek medical and mental health support. Students reported that they found services lacking and difficult to access. (x11)

Q5: How have the needs and expectations of students changed since 2017?

1. **An Expectation of Flexibility with Class Structure/Offerings |** Students noted that post-pandemic, there is now a baseline expectation that courses can be offered in various formats. One student said, "we think that every class should be hybrid." The perceived benefit of hybrid classes is that they provide an engaging/in-person opportunity while allowing for flexibility if a student cannot attend in person (either regularly or occasionally). (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (International Students)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		

Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	*
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants	X	*
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Academic Affairs: Global Initiatives (Faculty + Staff)

Date: 3/24/23
Number of Attendees: 9

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Growth and Progress |** One source of inspiration is UTSA's growth and progress as an institution, including achieving Tier 1 research status, improved retention and graduation rates, and building new facilities according to the campus master plan. UTSA's campus culture has also improved by promoting staff collaboration and team-building events. (x3)

2. **A Distinctive Identity and Improved Reputation |** In recent years, UTSA has more firmly established and cemented its identity. This includes fully embracing its status as a Hispanic Serving Institution and gaining recognition for its cybersecurity program. Said one, "UTSA is growing from being a commuter school to getting closer in status, prestige, and reputation of UT Austin, while UTSA is developing its own identity separate from UT Austin." Innovation is a major component of UTSA's identity. (x3)

3. **A Positive Impact on Students |**Another aspect of UTSA's future that inspires stakeholders is the university's role in positively impacting our students' lives, including improving their social mobility. (x3)

Q2. What should UTSA do to achieve the future that we are all inspired about?

1. **Make UTSA a Model Employer |** UTSA's strategic growth depends on a talented workforce. Campus leaders should take additional steps to attract and retain talent by ensuring that employees feel valued, are appropriately compensated, and have access to an array of professional development. It was noted that non-tenured faculty need additional support. Said one person, "We all love our jobs, we lack resources and technology, and we need the university to create the Ideal situation for Staff; It's not just about salary; it's about feeling valued. There are many little things that push you down as staff – staff are never a priority." (x4)

2. **Continue to Prioritize Student Success |** UTSA has made great strides to improve student success, and it should maintain this momentum going forward. This could be achieved by hosting inclusive student town halls, improving classroom technology, making UTSA more affordable, and providing hands-on training and internships to students. Said one person, "Updating equipment (computers, projectors, technology, etc.) in the classroom for Faculty members, new equipment will allow the faculty members to better serve UTSA Students." (x3)

Q3. As you think about Global Initiatives, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Improve Campus Collaborations |** There were some suggestions of how Global Initiatives could do more to engage campus partners, especially the colleges, to increase the number of students who study abroad and to increase partnerships across campus. There is reason to believe that GI has a strong foundation to build. As one person said, "Continue supporting each other as individual departments. Innovating office and classroom environments to maintain faculty and student success. Maintaining communication and exchange of ideas. Unity and encouragement among the Global Initiatives unit." (x5)

2. **Make Study Abroad More Accessible |** UTSA could do more to improve the accessibility and affordability of its Study Abroad programs. Said one, "Make Study Abroad more affordable and accessible. Only 10% of students study abroad, and this should be higher!" Some suggested that studying abroad should be emphasized as a form of experiential learning and highlighted within Destination One (Student Success). By framing studying abroad as a form of experiential learning and talking about studying abroad during student orientation, its benefits will be clearer to students. (x4)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Expand Academic Offerings and Online Classes|**As UTSA continues to grow, it should continue to expand degree plans within colleges and new specialized departments and create more in-person and hybrid classes, especially for international students. (x3)

2. **Improve Campus Infrastructure |** UTSA should continue to invest in its buildings and systems to reach its strategic goals. In particular, UTSA should prioritize its building accessibility, such as ensuring that ramps are available in all buildings. The campus should continue expanding parking, housing, and dining services. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Global Initiatives, Faculty + Staff)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME — **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME — **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME — **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		

Academic Affairs: Graduate School (Faculty, Staff and Students)

Date: 03/22/2023
Time: 2:30 – 3:00 pm
Location: MS 04.02.14 & Zoom
Format (e.g., in-person, virtual, etc.): Hybrid
Number of Attendees: 3 online; in-Person 21 (24 total)

SUMMARY OF QUESTION RESPONSES

Q1. What most inspires you about UTSA's future? (Top Responses)

1. **Pride in Results |** UTSA's achievements in recent years – growing from a "commuter school and a pit-stop" into a nationally-recognized R1, H-S-I is a source of inspiration for many. Another point of pride for many is that UTSA's transformation has been achieved quickly and that our growth has been achieved in partnership with multiple campus offices, alumni, San Antonio, and community leaders. (x6)

2. **Belief in UTSA's Mission |**UTSA's mission to improve educational access, especially for first-generation student and Hispanic students, is another motivational force. Having made tremendous gains in our research program now is a perfect moment to "hit pause" and "continuously deliver on that promise" to improve educational access. Said one, "UTSA has eliminated so many socioeconomic hurdles for kids coming out of underrepresented areas to get a worthy education." (x4)

Q2. What should UTSA do to achieve its imagined future? (Top Responses)

1. **Address Unmet Needs |**UTSA has "done such a good job reaching out to under-represented populations and 1st Generation students, that we need to build off of that success and begin putting a focus on "reskilling/upskilling" our recent alumni and future graduates to prepare them for the needs of the community and help them stay on a relevant trajectory." Others saw an opportunity to do more for UTSA students in the foster care pipeline. (x2)

2. **Preserve Our Sense of Community While We Grow |** Even as UTSA grows, it is important to "preserve and continue to capitalize on UTSA's small-town feel. Our diverse demographics have contributed to an environment where people don't disappear and seem to have a more personally connected campus experience." (x1)

Q3. As you think about the Graduate School, what is one thing that we can do to [expand the amount of Doctoral & Post-Doctoral Students to] **help UTSA to reach its strategic destinations?**

1. **Expand Outreach to Reach More Potential Graduate Students |** The Graduate School can ramp up its outreach and visibility efforts to reach new populations of potential graduate students using various means, including strengthening alumni networks, holding open houses, and establishing formal MOU partnerships. Some populations mentioned included: (x8)

     a. **Current UTSA undergraduates** (especially first-gen and low-income students)
     b. Students who enroll through the **Alamo Colleges** Bold Promise Program (perhaps this could be expanded to **community colleges in the region**, such as Central Texas or the Rio Grand Valley)
     c. **Four-Year Colleges in San Antonio**, such as St. Mary's, Our Lady of the Lake ("That way, we could promote a community culture of let's grow together as opposed to, watch us grow. It would be mutually beneficial for everyone if we could align our graduate programs in such a way that it would help each other's undergraduates grow.")
     d. **International students**, especially students in Asia ("build pipelines into our STEM programs")
     e. Identifying **streamlined programs** that award undergrad + grad degrees in fewer years than standalone programs

2. Bolster Retention Efforts and Resources to Improve Graduate Student Experience | Once we recruit promising graduate students, UTSA must retain enrolled students. One person said that this has already been helped by "the retention specialists who work across all colleges have really helped develop bi-lateral, helping relationships which have helped promote better sharing of information, resources, and opportunities to the benefit of the students" and by partnerships with alumni that help students connect with professionals in their fields. To continue to grow, UTSA must secure "more grants and having post-docs to help us secure these would help us grow." Graduate students continue to have unmet needs, such as community-building challenges, and may face housing and food insecurity due to limited funding availability. (x7)

3. Improve Mentorship | Related to improving the graduate student experience, there was additional discussion about opportunities to "build better bridges with faculty mentors," especially around research and post-graduate opportunities; this should be pursued in partnership with the colleges. UTSA has an opportunity to achieve national recognition around mentorship for first-generation and/or Hispanic students. (x3)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind? (Top Responses)

1. **Make UTSA a Model Employer and Provide Sufficient Resources |** For UTSA to achieve its goals, UTSA must invest in its workforce and ensure that employees have sufficient resources to achieve stated goals. Staff and Faculty who feel valued, happier, and more satisfied will help UTSA reach its goals more effectively. (x2)

2. **Deepen Local Ties |** UTSA should continue to engage local community and business leaders to co-create our UTSA path to success. (x1)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (The Graduate School)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	*
Athletics | Any references to Athletics and their role at UTSA.	X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Academic Affairs: Honors College (Faculty + Staff)

Date: 4/17/23
Time: 1:30 - 2:30 pm
Location: Virtual
Number of Attendees: 17

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Educating Great Students |** Attendees drew inspiration from UTSA's growth, noting that **"**More and more students from different backgrounds and locations are coming to UTSA and are excited for the potential of their education." Participants were incredibly proud of how UTSA has begun to enroll more students from outside of San Antonio–a sign of our growing quality and reputation. Said another, "UTSA is not a means to an end, but an end itself in that students know they can get a good education here and are accomplishing a lot." It is exciting "how many more students are looking at UTSA" versus viewing it as a "stepping stone." (10x)

2. **Improvements in Support for Faculty |** Attendees also drew inspiration for UTSA's efforts to support and integrate faculty into the "fabric" of the university. This focus should continue and be prioritized. Said one, "The ADTS (Academy of Distinguished Teaching Scholars) opportunity utilized to encourage faculty." While one said, regarding FTT faculty, "I think we have more work to do, but we should recognize the progress we have made." (5x)

Q2. What should UTSA do to achieve its imagined future?

1. **Make UTSA A Model Employer |** UTSA's employees are essential to our continued growth and success. UTSA should address challenges such as insufficient staffing, low pay, and "administrative bloat." Beyond material resources, UTSA could make a more concerted effort to help staff feel included and valued as a part of the institution. This may be achieved by improved opportunities for professional development and expanded flexibility to accommodate needs. Employees believe this challenge will best be addressed by a holistic solution that includes "increasing the number of staff, bringing employee wages up to industry standards, improving satisfaction and advancement." (33x)

2. **Support and Highlight Students |** Believing that students are our greatest asset, attendees called on UTSA to fund more resources and services for students, noting that the needs of Spanish-speaking students and their families may need to be addressed. One person commented that "students get frustrated when they don't get an answer" and that internal communication could be improved. There is a perceived opportunity for UTSA to "raise the visibility of awards, great news, and accomplishments." (6x)

3. **Improve Campus Infrastructure |** Many noted that improving and enhancing our physical campus infrastructure is essential for our continued growth and improvement. Specifically, some called for a new "COLFA building," and others called for improved parking options. (x4)

Q3. As you think about Honors, what is one thing that we can do to help UTSA to reach its strategic destinations? What is our secret sauce?

1. **Supportive Culture and Student Success |** One asset that UTSA can continue to build upon is its positive workplace culture. Said one person, "This team meets regularly, talks authentically about challenges, and moves quickly to a solution space." Another thing that sets Honors apart is "Good supervisors. Friendly, empathetic, caring for one another (personal/professional), strong leadership." Staff and faculty work well together to support students and genuinely care about the work they do. This culture might be emulated across UTSA. (12x)

2. **Share Our Insights Across UTSA |** Honors could be more proactive in sharing its methods–including its pedagogy, creative classes, and focus on experiential learning–with colleges and colleagues across UTSA. One person said, "Honors supports our students like no other department on campus. We have funds for professional development, study abroad, and meeting with students to discuss career paths and help them plan their experiences." Many expressed that others could emulate these approaches to better support students in various settings. Said another, "Honors could do more as a 'leadership role' to be an incubator for community-engaged learning–we could add value." (7x)

3. **Continue to Collaborate Across Campus |** Another distinctive aspect of Honors is their collaboration with partners across campus, regularly working with other departments and colleges to support students effectively. By continuing to provide this level of support and partnership, Honors can play a significant role in helping UTSA reach its strategic destinations. (4x)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Improve Student Resources |** The Steering Committee should continue to advocate for services and approaches that benefit students, such as mental health resources and getting the ideal balance of course modalities to ensure students have a good experience. UTSA could "beef up our mental health resources" to support students in crisis. (x6)

2. **Emphasize Teaching in the Strategic Plan Refresh |** Some attendees encouraged UTSA's leaders to add "Being a model for teaching excellence" somewhere in our strategic destination/framework, arguing that teaching isn't highly praised in our strategic goals. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (HONORS COLLEGE, Faculty + Staff)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination	X	
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		

Academic Affairs: Honors College (Students)

Date: 4/12/23

Time: 4:30 PM
Location: GSR 1.204
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 12

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Recent Growth is a Motivator** | Many attendees cited UTSA's recent growth and achievements – including academic growth (e.g., R1, excellence in cyber security), reputation enhancement, and athletic successes – as a primary source of inspiration. Said one, the "potential for exponential growth is visible; a lot of opportunity for many more students and bigger things for the university." One encouraged UTSA to keep pace and "aim higher for UTSA to be one of the bigger R1 universities in Texas." (x6)

2. **Emphasis on Student Success |** UTSA's commitment to student success is another source of inspiration, including student success programs, highly supportive faculty and staff, and expanded study abroad programs. (x3)

Q2. What should UTSA do to achieve its imagined future?

Q3. As you think about the Honors College, what is one thing that we can do to help UTSA to reach its strategic destinations?

> ***The responses to Q2 and Q3were nearly identical; they have been combined in the summary below.***

1. **Expand Support Resources for Students** | Students identified areas for future focus, including more programs for study abroad and internships. Said one student, "UTSA should offer more programs and acquaint the students with departments, divisions, and services they can benefit from." It is also important to communicate and make these opportunities visible to students, in the words of one student, "Advertising opportunities better through student-driven language and a better website." Said another, "Students want to be involved; it's just a matter of getting their attention." Some saw great opportunities for Honors to collaborate with other colleges. (7x)

   2. Improve Campus Infrastructure | Students called for better facilities (especially classrooms) and increased parking. "UTSA should offer more programs and acquaint the students with departments, divisions, and services they can benefit from." Students noted that improving the transportation option with the bus service would also help. (7x)

3. Strengthen Community Within Honors | Within the Honors College, students saw opportunities for the College to strengthen a sense of community for students. Some called on more face-to-face classes to promote relationship building and improved communication, and increased participation in events and groups to improve a sense of belonging. (x3)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(Comments that echoed previous themes are included in the counts above)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Honors College, Students)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership		x	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		x	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		x	x
Should UTSA revise or add a destination?			
No Changes	Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		x	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		x	
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			

Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	x	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	x	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	x	x
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	x	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	x	x
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	x	

Academic Affairs: Klesse College of Engineering and Integrated Design (Faculty + Staff)

Date: 4/11/23
Time: 11:00 - 12:30
Location: Virtual
Number of Attendees: 80

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Pride in Results and Growth |** A primary source of inspiration is seeing how much UTSA has accomplished in recent years and to see how much we've grown both in size and the quality to carry out our mission. In particular, individuals cited achievements as becoming an R1, progressing toward becoming a Hispanic Thriving university and deepening connections with the San Antonio community. Said one person, "I think the vision of the university is very inspiring, and it looks like we are reaching the goals the President and the strategic plan have set forth." Said another, "The inspiration is that due to the growth in phenomenal faculty and students, there is incredible potential… There is so much more we can do." (x8)

Q2. What should UTSA do to achieve its imagined future?

1. **Continue our Momentum and Work in Progress |** Attendees encouraged UTSA's leaders to stay the course regarding the current strategic plan and to build on the excellent sense of momentum that we have heading into the final five years of the strategic plan. Many recommended initiatives where UTSA should invest its time, resources, and attention, including (x9):
   a. Continuing to recruit top faculty and students
   b. Making college more accessible through scholarship aid and online programs
   c. Expanding visibility and communications to celebrate and publicize UTSA's many achievements
   d. Providing professional development for faculty and staff

2. **Grow Sustainably |** One attendee encouraged UTSA to "explore new ways to balance administrative needs after achieving a significant reduction in staff. Funded faculty appointments and cross-unit sharing of staff can play a role." As UTSA looks to continue its growth trajectory, we must be strategic about our limited resources. (x2)

Q3. As you think about our college, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Promote a Positive Culture and Improve the Holistic Student Experience |** Klesse can help support UTSA's strategic plan by continuing to "recruit and support highly qualified students."

Attendees proposed many different ways to do this, such as community-building activities (e.g., Pumpkin Smash, EWeek, etc.), improving support for graduate students, including fellowships and professional development programs, and doing a better job of raising the visibility of opportunities for students for college-level events and programs. Some suggested that UTSA would provide more timely responses to quicken the admissions process for students. Dean Browning noted that in the past year, UTSA has taken steps to improve communication, noting that student questions can now be answered in as few as five minutes. (x13)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

- The attendees did not have any additional suggestions.

Q5. Where should UTSA put more of its time, resources, and attention to serve our students, our community, and beyond?

1. **Expand Student Recruitment |** Many believe that UTSA's desire to grow in size and increase in quality hinges on recruiting the best students. We could do more to recruit graduate students, students from rural areas in Texas, and other places. Recruiting more students will allow UTSA to grow and expand its degree offerings. Some noted that online degrees might attract more international students. (x5)

2. **Expand Scholarships and Student Funding |** UTSA should continue its commitment to access and affordability by "scholarships, stipends, job opportunities /pay within the college, etc. Improving funding opportunities helps students from underserved communities attend college and can also attract highly qualified students who receive many other offers." (x4)

3. **Improve the Employee Experience |** As UTSA continues to change and grow, more care should be taken to attend to the needs and experiences of our employees. One person praised this listening session because it felt like a good "bottom-up" practice to balance "top-down" leadership directives. Another called for UTSA to strengthen its "faculty-centered" culture by streamlining research hurdles and operations that slow progress, such as managing research awards, paying student stipends, and making the processes for travel reimbursement easier to follow and clearer. (x4)

Q6: What, if any work should be sunsetted to free ourselves to address our most pressing strategic needs?

- The attendees did not have any additional suggestions.

Q7: As we look to sustain long-term change, how do we allow ourselves sufficient time and effort to fully operationalize our work in progress while continuing to innovate and expand our services and programs?

1. **Evolve Our Approach to Meet Changing Student Needs |** One person noted that generationally, student needs are changing, noting that students are tech-savvy and expect quick replies. In addition to shifting our approaches to meet these expectations, UTSA should maintain its

comment to serving local and Hispanic students (avoiding "deficit thinking") as we continue to rise in research activity, we can demonstrate that we can be "can be both an HSI and an R1 at the same time." (x7)

2. **Sing Our Own Praises** | Kleese is bucking a national trend by enrolling nearly one-third of undergraduates who identify as female. We need to keep moving in this direction and raise visibility about how we are diversifying engineering. (x6)

3. **Avoid Mission Creep |** One attendee touted the benefits of "research accountability" and finding ways to protect time for research while other commitments/distractions are present. Faculty can model this skill and help graduate students learn it. (x2)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Klesse College, Faculty and Staff)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		

Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	X	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Klesse College of Engineering and Integrated Design (Students)

Date: 3/29/23
Time: 12:00 - 1:00 pm
Location: BSE 2.10.01 / Hybrid Option on TEAMS
Number of Attendees: In-person: 8 + online 23 = 31 (total)

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Pride in Results and Progress Toward Strategic Destinations |** Many found inspiration in UTSA's growth and its progress toward achieving its three strategic destinations, in particular, Student Success (Destination 1) and Becoming a Great Public Research University (Destination 2). One person attributed this growth to UTSA's entrepreneurial nature, noting that many labs have a start-up" feel and that there's good energy felt when building something new. Said another, it's inspiring how quickly UTSA has grown in size and "prestige," noting, "our degree is recognized as highly as other institutions like UT Austin and Texas A&M." (x6)

2. **A Lively, Supportive and Diverse Campus Climate** | Many found UTSA's current campus to be welcoming and exciting. Attendees praised "clubs," the availability of campus events and "coursework." In addition, UTSA provides students with a great deal of support, "The university offers a variety of programs and services to support student learning, including tutoring, academic advising, and career counseling." Said one, "UTSA embraces diversity and inclusivity with a student body representing more than 80 countries. The university is committed to creating an environment where everyone can thrive." (x5)

Q2. What should UTSA do to achieve its imagined future?

1. **Improve Class Offerings and Promote Flexibility Learning Modalities |** Advocating for more online/hybrid courses in Engineering, one student said, "We learned during COVID that our classes were possible online. They presented challenges, but none that we couldn't solve." Some students noticed that when courses are offered in multiple modes, the workload between in-person and online can be very different, and UTSA should work to address this. Some graduate students requested that Klesse add more specialized graduate courses (electives) with research components (e.g., Fluid / supersonics course). (x5)

   Dean Browning responded to the comment about online classes: Klesse established a process to pick candidates for online classes to make sure that the experience is ideal. She noted that student feedback plays a role in this determination.

2. **Improve Employee Retention |** Students experienced disruption prompted by high levels of faculty and staff turnover. One student noted a lot of turnover among advisors, noting, "I've had 6 advisors in 4 years," and across these individuals, there is "varying experience." Students

noted that communication during the admissions process could be improved (noting that additional staffing might help). (x5)

> *Dean Browning shared that UTSA made large investments in the enrollment office in 2019 and that she believes that some of the communication issues have been addressed.*
> ***Q3. As you think about Klesse College, what is one thing that we can do to help UTSA to reach its strategic destinations?***

1. **Raise Awareness of UTSA's Many Resources** | Students noted that learning about UTSA's faculty, clubs, and campus resources can be challenging, noting that many "find out too late" about opportunities. One student suggested that introductory classes could be a good opportunity to help "orient" engineering students to rules, policies, and opportunities. Students also expressed an interest in learning more about faculty members' current research, noting that UTSA could reduce the number of speakers from outside UTSA and focus more on current faculty. (x5)

2. **Improve Outreach / Student Recruitment |** Students encouraged Klesse to expand its recruitment of students, noting that there's an opportunity to recruit more students from the Rio Grand Valley / Laredo area. Students also encouraged Klesse to expand dual-credit offerings to bring more high school students onto campus and build their excitement around engineering. (x2) [*Dean Browning mentioned that UTSA currently has some dual-credit offerings and wondered whether we could expand into Engineering.*]

3. **Expand Certification Classes |** Students encouraged UTSA to add more certification classes for "industry-leading" skills, including AutoCad and coding. [*Dean Browning mentioned that this is a current special project she is working on.*]

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Expand Graduate Student Support |** As UTSA continues to pursue its strategic goals, it should support graduate students financially and academically. Students noted that there are currently not enough Ph.D. students to fill all TA roles and that some are taking on teaching roles without the benefit of a pedagogy/teaching methods class. Students noted that they could use more guidance on funding and hope that scholarships will be expanded. Graduate students asked Klesee to provide a workshop on proposal/grant writing to prepare them for success in their academic careers. Students noted that UTSA could improve its support for students to attend conferences by expanding resources/reimbursement options. (x3)

> *Dean Browning mentioned that beginning next year, the college will address some of these concerns through a funding change, noting that beginning next year, Klesse will fully fund GTAs.*

2. **Maintain a Research Focus |** One student encouraged UTSA to continue to invest in research because it is a major driver of UTSA's international reputation and graduate studies. (x1)

3. **Improve Brand Recognition |** One student encouraged UTSA to continue to raise its visibility to become "as well known as our Texas peers." Not only will this help boost a sense of pride and morale for the campus community, but it'll also help bring talented students to UTSA from the U.S. and abroad. (x1)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Klesse College: Students)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership		X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		X	*
Should UTSA revise or add a destination?			
No Changes	Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement			
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio			
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		X	
Improve Safety (D3) | Concerns about safety for people, property, or systems			

Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	X	*
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Libraries and Museums

Date: 3/30/23
Time: 2:00 - 3:00 pm
Location: Virtual
Number of Attendees: 68

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future?

1. **Seeing UTSA's Libraries Used |** Attendees took a great deal of pride and inspiration from the services of UTSA's libraries, be it how the libraries intersect with the community, seeing "the patrons utilize the Library like before the plague COVID-19 hit" and the way that "our libraries are being very strategic about these investments around HSI collections." Many are proud of UTSA's gains in creating Open Educational Resources and becoming a state-wide and national model for OER. (x6)

2. **Commitment to Diversity and Hispanic-Servingness |** UTSA's commitment to diversity and the ways that we are " interconnected with the community" is another source of inspiration. Libraries are making strategic investments into HSI collections, and "we do what we preach." UTSA fosters a sense of connection and belonging. Said one, "The diversity of the UTSA students, staff, and faculty. I feel like UTSA has always (or at least during my time here) provided a welcoming environment to folks of all walks of life and has embraced each individual's uniqueness. I hope that continues." (x5)

3. **Recent Growth and More on the Horizon** | In the past few years, UTSA has grown considerably, enrolling more students, constructing new buildings, and creating new programs. Said one, the sense of "growth is inspiring." (x4)

Q2. What should UTSA do to achieve its imagined future?

1. **Maintain Our Current Infrastructure |** There were multiple suggestions to improve facilities and infrastructure, including improving HVAC and ventilation, plumbing, and elevators, creating more study spaces, investing in a second library on the main campus, and making the buildings more accessible for disabled people (and ensuring that our signs are bilingual). Technology upgrades would also help, such as making it possible for patrons to pay late fees online. In addition, UTSA should fully fund transportation between its campuses. Employees would like to hear a presentation on the status of the campus master plan and to learn if/when additional buildings will be built. (x32)

2. **Make UTSA A Model Employer |** Employees are critical to UTSA's ability to achieve its destinations. Many participants suggested improving staff benefits and retention by providing better support for dependents, re-opening the daycare, offering paid parental leave, and extending education benefits to employees' family members. Others noted that it would be good for UTSA to provide the benefit of a Spanish language class to staff. (x23)

3. **Improve Communication and Engagement** | UTSA's libraries and museums are seen as a community resource; in that respect, we should do more to make our services visible and make it easier for the community to partake in them. Here are some of the suggestions to improve communication and engagement with external groups, "say yes more often" when requests surface, and be more proactive in sharing our services. Additionally, someone suggested creating a miniature museum on Main Campus, which could improve engagement with the university's history and culture. (x4)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Address the Changing Needs of Students |** The pandemic significantly impacted students, and we must adapt library services to meet their needs. This includes a shared concern around mental health and the need to reach out to students and listen to their experiences. Said one, "I think we need to learn more about reaching out to our students and meeting them where they are now. Simply asking how are you doing? How can we best help, in person or virtually? This is a whole new generation of students who went through a very impactful change in their learning three years ago, a traumatic moment, and it affected them with a different approach to education, social skills, wayfinding, and researching skills." Expanding OER resources helps us better serve students from modest means. (x9)

2. **Secure Additional Library Resources and Funding |** Attended cited the rising costs of resources (one person estimated a 300% increase), inflation, and the need to consider journal cancellations to manage costs. Becoming an R1 will result in a significantly more expensive pricing structure for current subscriptions and without a funding increase, services will suffer. [Dean Hendrix mentioned that meeting with an anticipated budget shortfall is his top priority] (X4)

3. **Raise the Visibility of the Library's Contributions to Student Success |** To support experiential learning, UTSA's libraries must prioritize meeting the needs of students by providing study spaces that are up-to-date, versatile, and meet the needs of a diverse student population, including dual credit students who may need additional support. In addition, the library needs to raise the visibility of the library's role in student success as one of the top student employers on campus. Said one person, "The library spaces are very important. Students come here for various reasons - study, inspiration, motivation, getting away from their dorms, socializing, rest, safety, acceptance, etc. We need to continue investing in our building to ensure that furniture, equipment, etc are up-to-date and versatile enough to meet our users' needs. I think the JPL as a whole is a much better (functional) space than it was 10 years ago." (x7)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Museums and Libraries)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership		X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		X	
Should UTSA revise or add a destination?			
No Changes | Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		X	
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			

Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Provost's Office

Date: 3/31/23
Time: 9:00 - 10:30 am
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 43

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future? What should UTSA do to achieve our imagined future?

1. **Source of Inspiration: Growth and Opportunity for Change |** Many took pride in UTSA's expansion into downtown, new academic programs, the growth of our research activities, and investments in infrastructure and technology. Said one, "I'm inspired by what's already been accomplished. If we can do all that, we can do anything." As to how to achieve our imagined future, many thought that we should stay the course and continue this trajectory. Said one, [I have pride in] "the growth and pride that employees take in working here" and to achieve our growth, "keep promoting the university and making college affordable." Some credited campus leaders with putting us on this trajectory, "The way leadership really cares about improving UTSA and helping faculty and staff." (x19)

2. **Achievements in Student Success and National Recognition |** Many took pride in UTSA's commitment to operationalize Destinations 1 & 2: to support underrepresented students and "put students first in all we do" while raising our research profile. Said one, "our ability to break the norms in higher ed and help so many underrepresented students break the norms and contribute to building inter-generational wealth and influence in our world." We can achieve our destination by "UTSA continuing to improve its local and national reputation." As UTSA grows, it is important that continue to make sure that UTSA is "accessible" and "affordable." (x19)

3. **Continue to be a University Of and For San Antonio |** UTSA's deep ties to the San Antonio community and our service to the nation's "fasting growing city" is a source of pride and inspiration. One person explained "how UTSA is involved in the community. It represents who UTSA is as a whole," to keep this work going, "UTSA can find more ways to reach out to the people [employees?] to have opportunities to join volunteering events and more." (x6)

Q2: As you think about our division what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Clarify Employee Expectations, Realign Resources, to Sharpen Focus on Priorities |** One person observed, "We achieve the destinations through our people." Participants saw an opportunity to provide greater "onboarding," "professional development," "recognition," and "training" so that each employee understands how their efforts contribute to the destinations and they feel valued, and leaders should keep engaging employees to solicit feedback and suggestions to improve. Some saw opportunities to "realign resources" toward "strategic priorities" and "have more detailed discussions on implementation." In some cases, this might include streamlining

"processes" to ensure that staff can perform their jobs effectively and efficiently or "sunsetting current projects." (x33)

2. **Enhance Unit Collaborations and Break Down Silos |** UTSA will reach its strategic destinations by intentionally working to "enhance area collaborations" and "eliminate remaining silos." Comments included finding ways to work more efficiently in concert with many units, ensuring that "data systems talk to one another," and that work can be distributed across offices and units more equitably. (x13)

3. **Invest in Data Governance |** Said one, UTSA could do more to "invest more in data making decisions" and improvements in "data governance." UTSA can work to strengthen the awareness and value of having a "single source of truth." (x10)

Q3. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Improve Campus and Web Infrastructure |** UTSA must continue to invest in buildings and facilities to reach its destinations, do not overlook "websites" as a campus infrastructure that needs continual maintenance and care. (x4)

2. **Continue to Evolve the Plan |** As a plan, UTSA should "continue to keep the destinations broad because it fosters incorporation and engagement in the organization." The plan can be improved by focusing on factors that "differentiate UTSA" from its peers. And UTSA should "keep up the good work." (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Provost's Office)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		

Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		X	
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		X	
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth			
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		X	
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making		X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders			

Academic Affairs: School of Data Science (Faculty + Staff)

Date: 4/14/23
Time: 3:00 - 4:00 pm
Location: Virtual
Number of Attendees: 19

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Being Downtown is Energizing |** Many commented that the new building makes the university more present downtown and offers more community building and connections options. The new space already enables positive connections and promises great potential for the future. Said one, "[It] feels like there's a presence downtown, and we are trying to pull others into our atmosphere." (7x)

2. **Investments in Data Science |** UTSA's commitment to data science–programmatically and in the San Pedro I building–inspires many. UTSA's School of Data Science is gaining national prominence, and our students are being accepted into competitive summer programs. This focused investment, paired with UTSA's growth as an R1/HSI, is part of a true institutional transformation. (x4)

Q2. What should UTSA do to achieve its imagined future?

1. **Recruit and Retain Talent |** UTSA's future hinges on recruiting and retaining excellent students and talented faculty. We have a "real draw" in San Antonio, but we must match the appeal of our community with competitive faculty wages and attractive funding packages for graduate students. In addition to funding, we must make our hiring and admissions processes as expedient and efficient as possible to not lose promising candidates in our pipelines. Said one person, "As SDS adds more faculty, we need to recruit the best talent we can - we might need to spend money for the best candidates." (x5)

Q3. As you think about our school, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Fully Activate SP1 and Downtown |** While SP1 has only recently opened and there are some new-construction issues to resolve, there is a larger opportunity for UTSA to realize its vision for downtown more fully. This includes developing a plan for how the new downtown space can be best used and how it can be maximized to support staff and faculty better. There are already some great collaborations in the works–such as inviting faculty from COLFA's humanities lab to teach downtown–and the hope is that more of these opportunities will develop in time. Others advocated for efforts and incentives to increase student presence in the building. (x7)

2. **Recruit and Retain Talent |** Building on the previous comment, SDS can help UTSA recruit and retain talent by developing "funding mechanisms within the school to supplement with what the colleges can offer scholars and grad students." (x2)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(Some responses to this question echoed themes mentioned earlier in the discussion; as such, these comments are included in the counts above and the space below is reserved for novel concepts)

1. **Address Infrastructure Concerns that Undercut Downtown Presence |** As UTSA pursues its strategic destinations, campus leaders must be more attentive to the current obstacles that make the downtown campus feel inaccessible and potentially unsafe to students, faculty, and staff. To bring more people downtown and to build UTSA's presence, attendees advocated for additional resources to support those officing and attending classes in the new space. Requests included improved transportation from Main Campus to better parking and improved safety. Suggestions included affordable downtown housing and improvements to Delorosa (signage, sidewalks, busing) to help UTSA community members safely and easily access SP1. As UTSA looks to expand its downtown presence, leaders must keep these logistics in mind to realize the vision. (x6)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (School of Data Science)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should		

	ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	*
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently			
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio			
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems		X	
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		X	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.			
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together			
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		X	

Academic Affairs: Strategic Enrollment (Session 1)

Date: 4/4/23
Time: 10 AM
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 156

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Recent Growth and Future Trajectory |** Many people are excited about UTSA's growth and trajectory, including its clear goals and focus on value for students. There is a strong commitment to community involvement, particularly in serving the downtown campus and surrounding community, and to becoming a top-tier university. Athletics is also seen as an important part of UTSA's growth and success. There is a lot of buzz around UTSA, including its many accolades and achievements, and this is adding to its visibility and popularity. People are proud to be part of UTSA and see it as a first choice for incoming students and their families. (x28)

2. **Support for Students |** UTSA is seen as supporting its students in every aspect of their lives, not just academically. There is a strong emphasis on student success and completing programs. By radically expanding financial aid/scholarships for both undergraduate and graduate students, UTSA has done great work to expand access for students from all backgrounds. UTSA offers students tremendous value. Many attendees encouraged their colleagues to attend/volunteer at graduation to see the impact on students firsthand. (x26)

3. **Deep Community Ties |** UTSA's commitment to serving underserved and low socioeconomic status students is seen as a conscious effort and a driver of upward socioeconomic mobility. Many were inspired by UTSA's strong emphasis on community outreach and making a positive difference in the access and attainment of South Texas, and this commitment extends beyond San Antonio to serve students worldwide. Our expansion into downtown has meant that communities - some of the most underserved - now have a great postsecondary option in their backyard. Said one, "UTSA is the fulfillment of a promise to serve this community." For many in South Texas, we're a "driver of upward socioeconomic mobility." (x14)

Q2. What should UTSA do to achieve its imagined future?

1. **Maintain Our Infrastructure and Improve Process Efficiency |** Related to the concept of supporting employees, participants highlighted the need for more efficient processes and cross-training to reduce inefficiencies and make things work better. They also stress the importance of strengthening data to track retention and graduation rates and proactively communicating with students about available resources, especially financial support. Said one, "Investing in system improvements and automation will not only support staff but free up time

and resources to focus on other/new initiatives." Attendees noted that some current policies inhibit students' ability to graduate on time. (x39)

2. **Make UTSA a Model Employer and Expand Resources |** To continue our growth trajectory, UTSA must invest in its employees and ensure they have the necessary resources to carry out their jobs. Several participants expressed concerns about understaffing and overworked staff, which is leading to stress and burnout. One said, "We need more help. A team of two is starting to become a nightmare because we are having to do so much and getting behind on our daily duties." Participants suggest investing in staff and providing competitive compensation, adequate staffing, and resources to support the growing volume of student interest. With expanded staffing, Strategic Enrollment could do more to assist students in re-admitting/re-enrolling. (x34)

3. **Expand Student Support Services and Class Offerings |** UTSA has made huge strides in providing support for students, and many hope that the strategic plan refresh will keep this momentum going. Participants express the need for more student support services, specifically for graduate students, and more funding to retain students through their first four years. They also highlight the importance of removing barriers to graduation and reviewing policies and procedures to ensure they meet the student population's needs. They suggest making it easier for students to take more undergrad classes at the downtown campus to serve local students. Some noted that offering more online and hybrid classes would benefit students. (x29)

Q3. As you think about our unit, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Work to Address Staffing and Resource Constraints |** Many noted the challenge of providing quality services to students due to limited staffing and resources, which affects access to services. Strategic Enrollment should continue to advocate for resources, salaries, and opportunities to ensure that the division is staffed appropriately to main the current level of work and adapt to future growth. Said one, "it should be a top priority to find ways to invest in our human resources. And I'm realistic, so I don't just mean higher salaries. We do many good things at UTSA, but I sincerely think we could be great with a few adjustments." (x39)

2. **Improve Communication and Seek Stakeholder Feedback |** The participants stressed the importance of better communication and feedback mechanisms to address student concerns and improve services. They suggest using focus groups to gather feedback from different populations of students, organizations, and offices. Stakeholder feedback will help the unit adapt its practices and address unmet needs. (x15)

3. **Promote Networking and Employee Engagement |** There was shared agreement that employee turnover exacts a high cost on Strategic Enrollment's ability to provide services and that when employees leave, a knowledge gap is left. The unit should continue to "knock down silos" so that the work can continue seamlessly if/when a person leaves. Networking is seen as a critical component in achieving goals and getting things done, but the loss of valuable staff members can impact established networks and hinder progress. (x9)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind? (Comments that echoed previously mentioned themes have been included in counts above)

1. **Foster Greater Collaboration Across Units |** We work best when we work together. Leaders must continue to strengthen communication and collaboration between divisions and offices. In particular, we must work together around automating systems and processes to ensure that systems address the pain points users feel. Said one, "creating opportunities to have cross conversations with other divisions about the strategic plan so that our thoughts and sharing are not homogeneous and we can look at things with a different lens and challenge our thought processes." (x6)

2. **Promote Greater Flexibility in Course Modalities |**From an admissions perspective, online course offerings are critical for access and growth. There is a sense that some faculty are resistant to this change. One person suggested that future conversations about course modalities include input from multiple offices, including professors, to ensure all perspectives are considered. Said one, "There may be sides we aren't considering when going forward to make this happen. I hope we can continue to be more flexible going forward, too." (x2)

3. **Embrace Post-Pandemic Attitudes, Expectations, and Preferences |** One person noted, "Covid really changed perspective across the board, with employment and students." UTSA must seize this opportunity to adapt how we work and learn. In addition, many students left higher ed during the pandemic; we have a great opportunity to reengage them and help them re-enroll. (x2)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Strategic Enrollment, Session 1)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	*
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)	X	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		

Academic Affairs: Strategic Enrollment (Session 2)

Date: 4/14/2023
Time: 4:00 PM
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 40

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Pride in Growth |** UTSA's recent growth and ongoing transformation as proven to be a source of inspiration for many. The fact that the university is getting bigger while also growing in prestige (e.g., achieving R1, enrollment growth) is motivating. Said one, "UTSA has grown by leaps and bounds," while the city of San Antonio is also on a trajectory for change. It is an exciting time to be at UTSA. (6x)

2. **Student Success / Destination One |** Another motivating force is the focus that UTSA has put on student success, including providing greater support to serve students so they are academically successful. Staff members appreciate being "a 'shining light' when making a change in students' lives." There is "growth and a shift to [being] student-focused. It is amazing that [students] can be the center point." Scholarship programs like Bold Promise have contributed to this success. (5x)

3. **Rich Alumni Community |** There is another sense of inspiration from having a strong alumni network with pride in UTSA. In recent years, the university has expanded its alumni network and engaged alumni to build the institution and make it stronger. One person noted, "so many staff are UTSA graduates [and it] is 'refreshing' and 'exciting' to use alumni to build the university and community." There's a lot of energy within enrollment because so many employees are graduates of UTSA and are invested in our growth. (3x)

Q2. What should UTSA do to achieve its imagined future?

1. **Maintain a Student Success Focus |** Believing that UTSA is on the right track, to achieve its imagined future, we should continue to focus on student retention and graduation by continuing to invest in and evolve our support mechanisms. This may be achieved by providing students greater flexibility and expanding learning options that are compatible with students' life circumstances (e.g., more virtual/online degree programs and summer offerings). (6x)

2. **Expand Support to Non-Traditional Students |** If UTSA wants to keep pace with its ambitious growth goals, we should cultivate opportunities that appeal to non-traditional students more intentionally. This might include better options for veteran/military-affiliated students and students serving on active duty. (3x)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Improve Process Efficiency |** Enrollment Management should continue to improve efficiency and general operations. Session attendees noted that continuing to streamline the admissions process will make it easier for students to apply and enroll. While we work to make things quicker, we don't want to sacrifice the sense of community/familiarity that helps to make UTSA a welcoming community. (4x)

2. **Make UTSA a Model Employer |** Recognizing that "UTSA has grown faster than anticipated and we do not have enough staff to keep up with demand," the Division should continue to advocate for additional resources and staffing. With sufficient staffing levels, we can expand customer service to students. (2x)

3. **Improve Internal Communication |** Enrollment Management should continue to break down silos and enhance communication. In particular, attendees saw an opportunity to expand campus knowledge regarding software licensing. (2x)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Seek Ways to Value Staff |** As part of the refresh process, the Steering Committee should engage and listen to staff concerns and feedback, especially those centered on resources and pay. (2x)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Strategic Enrollment, Session 2)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		

New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME **Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		

Academic Affairs: Student Affairs (Faculty + Staff, Session 1)

Date: 4/7/23
Time: 9:00 - 10:00 am
Location: Virtual
Number of Attendees: 32

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **How UTSA Conceives Of and Delivers Its Mission** | Many individuals drew inspiration from the way that UTSA delivers its broadly educative mission, extending into student success (which includes health, wellness, and substance abuse), finding ways to increase equity and opportunity in one of our nation's most economically disparate cities, embracing our commitment to being a Hispanic Serving Institution, and providing significant financial support to students to retain them in college. (x7)

2. **Making Progress |** Another source of inspiration is how UTSA continues to make progress as an institution as well as the progress within student affairs to become a strong, "creative, solutions-oriented, student-centric" team. (x3)

Q2. What should UTSA do to achieve its imagined future?

1. **Expand Resources |** There was shared agreement that as UTSA continues to grow and serve a record number of students (especially in a moment of high inflation), we must ensure that resource allocation keeps pace with growth so that staff can provide a sufficient level of services and support. Within this group, there was a desire for UTSA to support capacity building so that units are better prepared to engage in grant development and business development. In addition, there was a call for UTSA to expend resources in k-12 outreach to help recruit more students into UTSA, help them succeed, and engage more local partners in undertaking work together that meets our shared goals. (x8)

2. **Make UTSA a Model Employer |** UTSA is only as strong as its employees – to hire and retain the best employees, UTSA must ensure that we offer competitive wages and provide satisfying and rewarding opportunities for learning and growth (within student affairs, many expressed a desire to learn more about grant development). Many noted that staffing levels are insufficient to serve the current student load and that we're woefully understaffed to serve upwards of 40,000 students. Measuring and tracking our staff: student ratio would help the University "right size" its staffing needs. (x7)

Q3. As you think about Student Affairs, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Highlight Our Contributions and Impact |** Within the division, many staff believe that Student Affairs could enhance how it collects data and shares the impact of its contributions. It is important for Student Affairs to be transparent in its communication and do a better job of "storytelling." There is the perception that everyone is too busy doing the work to communicate/make the work visible. (x9)

2. **Streamline Goals and Enhance Partnerships |** One person stated that within Student Affairs, there is a great deal of collaboration–but that this sense of collaboration might be enhanced externally, whether working with other colleges, in UTSA classrooms, or even in other San Antonio-area colleges, ISDs, and organizations. To do this, Student Affairs must continue its efforts to clarify its goals, programs, and services and to help maximize the impact by working with more groups. The division should permit itself to sunset work that no longer meets current needs. (x7)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Recognize the Broad Contributions of Student Affairs |** The division urged the Steering Committee to recognize the many positive impacts carried out by the division, ranging from student life, health, development, and wellbeing, career development and helping students meet their basic needs (e.g., food, clothing, emotional wellbeing). (x11)

2. **Maintain our HSI Identity |** As UTSA's leaders look toward the future, we must embrace both our R1 identity as well as our identity as a HSI/MSI. It is important to expand the equity advocacy initiative. (x5)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Student Affairs, Session 1)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		

Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement			
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently			
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		X	
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		X	*

Academic Affairs: Student Affairs (Faculty + Staff, Session 2)

Date: 4/20/23
Time: 9:00 - 10:00 am
Location: Bexar Room
Number of Attendees: 12

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Pride in Results |** UTSA has experienced unprecedented growth and has become a different kind of institution in recent years. Many attendees cited feeling inspired by the growth of our student body and improved retention rates, the expansion of the campus, and other resources. Not only does this growth create a sense of energy on campus, but it can also be felt in the community; said one person, "UTSA is a catalyst." There is pride in "seeing the growth and seeing firsthand all that has been accomplished in the last five years." (x4)

2. **Leading in Student Success |** In just a handful of years, UTSA has transformed itself from enrolling local students as a commuter school to serving a greater diversity of students who choose to come to UTSA from outside the area. It is inspiring that UTSA maintains its commitment to serving our local students while also finding ways to connect with students from elsewhere. (x2)

Q2. What should UTSA do to achieve its imagined future?

1. **Expand Resources and Opportunities |** Many believe that UTSA is on the right path and there is great momentum to keep building on the many exciting projects and initiatives that we have in progress. To achieve its strategic destinations, UTSA should continue to scale and expand scholarships, staffing, and enrollment growth. As we continue to grow as a university, we must invest in physical infrastructure and build academic programs/majors that support the needs of our local community (e.g., tourism). As we grow in size, we should also keep an eye on how we grow in prestige and have a global reputation/presence. (x6)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Promoting Collaboration and Partnership |** One way that Student Affairs can help UTSA achieve its three strategic destinations is to intentionally elevate a spirit of appreciation, collaboration, and celebration within the division and across the university. Recognizing that the unit often feels "hectic" and reactionary, moving forward, finding ways to focus on accomplishments, and a sense of partnership paired with an emphasis on advanced planning will positively affect divisional culture. (x2)

2. **Improve Strategic Alignment |** Recognizing that Student Affairs often feels stretched too thin to achieve all of its goals, the division can begin to frame its efforts regarding contributions to each destination. This framework can provide criteria to focus the efforts–so that Studnet Affairs can prioritize programs, efforts, and initiatives that drive each destination forward. For example, linking the many student workers in Student Affairs to the University's Classroom to Career efforts/Destination 1. (x2)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Providing Post-Pandemic Support |** Recognizing that the pandemic broadly impacted how we work and learn, the Steering Committee needs to continue to evolve our campus operations to better align with the current needs of students and employees. This may include continuing to embrace how we use technology to support our students and getting the balance right between in-person and virtual services. We keep hearing that students want to feel connected and we must leverage our tools and limited resources to achieve this goal. (x3)

2. **Maintain, Improve and Grow Our Infrastructure |** Moving forward, UTSA's leaders must identify physical spaces, staffing, and other resources that may be needed to respond to/accommodate growth and needs of the university community. As we do this, we might identify spaces/resources that helps us do this, such as a multipurpose event space, a small hotel, or an expanded rehearsal space for students. Recognizing that it will take time and resources to undertake major capital projects, in the meantime, we might examine ways to use the spaces we have more effectively (e.g., expanding the hours that rehearsal spaces are open to students on evenings/weekends). (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Student Affairs, Session 2)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		

New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME — **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME — **Address Wage Competitiveness |** UTSA should continue its [strategic compensation plan](), ensuring that employees are paid according to industry norms.		
SUBTHEME — **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Student Affairs (Students, Sessions 1 + 2 combined)

Date: 3/30/23 | Time: Noon | Location: SU 2.03.06
Date: 4/4/23 | Time: 6 – 7 pm| Location: Willow Room
Format (e.g., in-person, virtual, etc.): In person
Number of Attendees: 17 (14 on 3/30/23 and 3 on 4/4/23)

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Investments in Student Success & DEI |** Students noted that recent investments in both student success resources and DEI services have already pointed UTSA on a trajectory of continued growth and improvement. Several students noted that they were attending UTSA on a full scholarship and that these resources made college accessible/affordable. Students are excited new services and feel confident that in time, they will become better known by students. Said one, all the "educators and our resources here, I feel like there's a little of everything for anything. It is still kind of new, and students don't know all about the resources, but with time, they'll be more known." Said another, "I would say just diversity and inclusivity and the openness to such. We need more work, but I like the more opportunity for different events that provide inclusiveness." Students expressed limited awareness of experiential learning but wanted to learn more. (x7)

2. **Pride in Results |** UTSA's growth and achievements in recent years is inspiring. Said one graduate student, "I've seen a lot of change in the last six years; I'm inspired by our recent R1 certification." Students note the R1 status improved UTSA's standing in the research world and that people outside of the institution and San Antonio recognize UTSA. The growth also means more resources for students (like the Academic Innovation Center) now and in the future. (x5)

Q2: What should UTSA do to achieve this future?

1. **Increase Resources and Staffing |** Students noted that despite all of UTSA's offerings, insufficient funding and not enough staff/persistent staff vacancies made it challenging for them to avail themselves of offerings fully. One noted, "A lot of times when students are trying to get resources, there are so many students trying to use them…people who work [at those resources] are overwhelmed, and they may not be able to give the quality of service [students] need." High turnover of staff makes it difficult to use services or feel supported consistently. In addition, students advocated increasing the wage of student workers to make on-campus jobs more appealing than off-campus alternatives. (x7)

2. **Improve the Visibility of Student Resources |** One student noted, "Whenever students come here, they drown in all they experience for the first time" another said, "The info is out there, but it's hard to take-in." The technology infrastructure, facilities, and resources can be difficult to navigate, leaving students missing out on resources like the PEACE Center and the Whataburger Resource Room. The university should create more accessible and visible advertising. Noting that students do not "read their emails," some students thought it might be

promising to develop a "course" in Canvas to help them learn about programs and services or that professors could highlight key resources during class. Improved building signage will also help. (x5)

Q3. As you think about Student Affairs, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Make UTSA a Model Employer / Improve Staff Retention |** Students perceive that high staff turnover results in a diminished experience. One noted, "I've only worked at the Student Union for 2 years but since I've worked here, I've known 4 full-time staff who quit to seek other jobs; I've seen that a lot and it puts a lot of strain on the student staff who are already stressed. Having a lack of leadership can be very difficult." The university needs to address staff turnover and improve how graduate students are financially supported through employment. There is inconsistency in pay between colleges, and overall, graduate student employees need to be paid more. (x4)

2. **Maintain Infrastructure and Facilities:** Students recognize the value of systems and buildings to carrying out our educational mission and operations. Said one, "The COLFA building needs an update. We see pipes and wires hanging out in our building; then I go to Klesse and think 'wow'." Older buildings require upgrades and general maintenance. Additionally, it would be helpful for renovations to create more collaborative space for students. A student also mentioned the need to repair the doors to the Flawn Building. Students noted that Rowdy Link could be improved and offered suggestions to help reduce the time needed for Student Affairs to approve room requests. (x4)

3. **Improve connection with the downtown campus |** One student was glad to hear that Student Affairs has committed to hosting more events on the downtown campus to help all students feel engaged and access resources. Dean Robinson noted that student organizations could also expand events/programs on the downtown campus to help this goal. (x2)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Raise Awareness of Campus-Wide Accomplishments |** Recognizing that UTSA can keep raising the visibility of its achievements, one student noted, "Athletics achievements are advertised a lot more than academic achievements; breakthroughs are going on that are not in the athletics department and maybe that will help with getting private donors to invest in [students]." One suggested that UTSA could highlight research and academic accomplishments at athletics events. (x4)

2. **Invest in People |** One student noted that they "fell in love with UTSA because of the sense of community." Even as the university grows it is important to remember "where we came from" by considering how to serve people best externally and how to support students/staff best internally (esp. financially). (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Student Affairs, Student Sessions)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	x	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	x	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	x	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	x	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	x	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	x	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	x	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	x	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)	x	
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		
Additional Considerations for the Steering Committee		

Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	x	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	x	
Athletics | Any references to Athletics and their role at UTSA.	x	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	x	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Academic Affairs: Student Success (Faculty + Staff, Session 1)

Date: 3/22/23
Time: 2:00 - 3:30 pm
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 60

SUMMARY OF RESPONSES

Q1. What most inspires you about UTSA's future? (Top Responses)

1. **Pride in Results / What UTSA Has Acheived** | Compared to "where we were in 2014… it's a whole different world." Attendees found inspiration in UTSA's research growth, the increase in enrollment, the football team's success, our commitment to diversity and campus climate, and the creation of new traditions transforming the student experience. Many remarked that "you can feel the energy and the buzz" on campus and in the community. UTSA has garnered national attention for its growth and achievements. (x8)

2. **UTSA Students and UTSA's Commitment to Access** | Said one, "Students inspire me most." Many find UTSA's commitment to supporting students, especially programs like Bold Promise, inspiring. UTSA is ideally positioned in a growing city with excellent local partners to be a leader. (x6)

3. **Dedicated Colleagues + Student Success** | Peers are a source of inspiration; having dedicated colleagues who show up every day and "do the work" and "make a difference" in students' lives. Not only do these frontline employees carry out valuable functions, but Student Success has gotten better at telling its story and bringing visibility to our positive impact. (x4)

Q2: What should UTSA do to achieve our imagined future? (Top Responses)

1. **Stay the Course** | UTSA is currently on the right path to achieve its strategic destinations, and continuing to enhance and refine the work that is underway will yield positive outcomes. This includes focusing on career planning and experiential learning, "breaking down silos" to improve communication, increasing financial support for the Bold Promise program, and reducing obstacles that impede graduation. (x6)

2. **Increase Operational Efficiency** | UTSA can continue to enhance systems and build capacity to improve/increase data access to and use to inform decisions, strategies, tactics, etc. Said one, "our systems can always use enhancements" (x2)

Q3: As you think about Student Success, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Greater support for staff professional development outside of UTSA** would be beneficial (e.g., conferences, attending workshops). *Dr. Wyatt noted that there are currently some matching support opportunities with Academic Affairs to enable employee travel to conferences.*

2. **Working "more closely with faculty** can greatly impact these KPIs." *Dr. Wyatt agreed and referenced new programmatic efforts to engage faculty, including mini-grants to promote engagement and belonging.*

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Rate of Change |** Among the many things that the pandemic taught us, "the speed of change in our external environment can be really fast." The Steering Committee should consider how we might ensure we can pivot quickly if we experience another major change (either a disruptive challenge or a new opportunity).

2. **Improve Data Infrastructure |** There is an opportunity for UTSA to "enhance systems and build capacity to improve/increase access to and use of data to inform decisions, strategies, tactics, etc."

Q5: How have the needs of our students, prospective students, parents, employees, and partners changed since 2017?

1. **Changes in Expectations and Communication |** Many agreed that electronic communication plays an even greater role than before the pandemic; stakeholders no longer prefer email as the standard of communication, and it is critical to have a "communication plan in place" to reach users across a variety of social media and other platforms. There is now an expectation that students and parents expect more "virtual appointments" and to have their needs met through "electronic interfaces." There's a sense that students do not always share information with parents, and Student Success could be doing more to keep parents informed of upcoming deadlines. (x5)

2. **Flexibility is the Norm** | Our stakeholders have come to expect greater flexibility. There is an opportunity to expand our virtual, weekend, and evening classes. UTSA should continue to expand how we offer classes and programs to meet this expectation. (x3)

3. **Collaboration is the "New Normal"** | Noting one of the positive impacts of the pandemic, one person said, "The pandemic created opportunities to promote collaboration and how we work together at UTSA" to imply that we cannot go back to the way things were. Another person added that the "new normal" includes an enhanced focus on DEI. (x2)

Q6: As you think about all that UTSA has achieved in the last five years, what have been some of our greatest successes? What factors enabled those successes?

1. **Solidifying Our Commitment to Serving Students From Historically-Underrepresented Backgrounds |** We have greater clarity of our mission in whom we serve. Said one, "[When I was] a student, I never knew that UTSA was a H-S-I." But now, "UTSA has evolved to have multi-cultural centers, initiatives, more departments, curricula, and programs to support a sense of belonging" for all students to learn and connect. UTSA's ability to offer the "BOLD scholars program" is "a life-changing opportunity for them, their families, and future generations to come." We have embraced who we are. (x3)

2. **Momentum for Future Success |** Said one person, "Our reputation has really changed" on campus and in the community. In part because of the growing visibility of our football program, UTSA keeps opening the door to new financial gifts and resources. It's not "one thing" that stands out; rather, the combination of successes, growth, and achievements is cumulative. (x2)

3. **Maintain Momentum, Despite the Pandemic |** UTSA demonstrated its ability to switch gears and support faculty, staff, and students during the pandemic. We continue to take pride in what we accomplished and how we shared information and supported one another. One said, "we did better than other institutions!" Despite the challenges of the pandemic and workly remotely, we continued to offer our services and undertook a significant internal reorganization ("merging of two advising centers under one director"). Our progress was not deterred. (x2)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Student Success, Session 1)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, and quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	

Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.	X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	*

Academic Affairs: Student Success (Faculty + Staff, Session 2)

Date: 3/29/23
Time: 10:00 - 11:30
Location: Virtual / Teams
Number of Attendees: 27

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future?

1. **Pride in Results** |There is great excitement about what UTSA has accomplished in the last five years (e.g., achieving R1 status, athletics, navigating the pandemic, programs in Cyber Security, and improving our reputation). The sense of forward momentum inspires others that more growth and innovation are to come. Said one person, "We are evolving" as a university and an organization. While we have not yet achieved all of our goals, we continue to "streamline processes" and "improve." (x7)

2. **Improving the Employee Experience** |Many expressed appreciation for the steps that UTSA has taken in recent years to improve the employee experience, some specifically cited the benefit of flexible, remote work policies. Others noted that there's still room for improvement when it comes to ensuring that all employees (and students) feel engaged/connected in a hybrid/remote work environment. Others expressed gladness that UTSA's leaders are "having conversations about becoming a top employer/increasing wages. (x4)

Q2: What should UTSA do to achieve its imagined future?

1. **Maintain our Current Infrastructure |**Participants noted that "working between many changes in systems are "frustrating" and that it is challenging for employees because there is no single system to keep notes and that "the systems we have don't talk to each other." Some noted that UTSA has made some progress in this area with Zoom, Inspire, and Banner and we need to "keep the technology going." (x5)
   ○ *Tammy Wyatt agreed that "while UTSA has made lots of progress, there is still work to be done on "some foundational systems and daily communication."*

2. **Continue to Improve What We've Built and Refine Work in Progress** | Building from the belief that UTSA is moving in the right direction; some encouraged campus leaders to maintain the current trajectory while "embracing a culture of continuous improvement." To aid in these improvements, one person encouraged UTSA to bring students "into the conversation" to help develop new programs/services and to ensure that the "language" we use resonates with them as stakeholders. (x3)

Q3: As you think about Student Success, what is one thing that we can do to help UTSA to reach its strategic destinations? (this also included answers to Q4: What else should the Strategic Plan Refresh Steering Committee keep in mind? because there was a great deal of overlap)

1. **Becoming a Model Employer / Improving Staff Retention** |There was a robust discussion about the unit's steps to address the impact of high staff turnover. While some discussed the importance of wage increases, the bulk of the conversation emphasized ways to help employees feel valued and navigate their careers (such as career pathways for Advisors). Suggestions to improve employee morale included improving mentorship, helping Advisors get a promotion within their first two years, assigning one person to oversee onboarding, and continuing to offer flexible work modalities. Many agreed that some employees leave because they "hit the ceiling" and don't know how to advance. Some noted that being understaffed or experiencing vacancies makes it challenging for employees to take the time o to engage in professional development. (x18)

   Tammy Wyatt stated that she is aware of these challenges and that Student Success is "investing in mentoring professional development, and more opportunities for staff. It is an area of focus for us and people excellence." She recognized that serving employees at all points in their careers is another "important investment" in people that UTSA can make.

2. **Improving Internal Communication + Collaboration** |A few suggestions related to communication, storytelling, and collaboration suggestions were made. First, some suggested that while UTSA has many resources for students, many are not "well-recognized on campus," leaving students to find out about programs and scholarships "too late;" Student Success can continue to raise the visibility of resources to students directly. Second, some saw an opportunity to improve communication within the unit, noting that they would prefer to "hear about things directly from Student Success, rather than reading about it through UTSA Today first or even via external websites (e.g., Civitas Learning, Inside Higher Ed)." Third, some described a need to improve communication about Student Success with other departments (as well as groups outside UTSA); this might be aided by developing an "elevator pitch" that quickly sums up what the various departments in Student Success do and how they benefit students. Fourth, some asked for additional updates regarding the status of current bills related to DEI that are before the Texas Legislature right now. (x12)

3. **Address Gaps Related to Texas Success Initiative (TSI)** | There was a suggestion to note that there is a gap related to course offerings related to the Texas Success Initiative and that this gap may delay students' abilities to graduate on time. Some suggested that the number of people leaving k-12 teaching might be a pool of new NTT instructors. (x7)

Q5: How have the needs and expectations of our students, prospective students, parents and employees changed since the strategic plan was developed in 2018?

1. **Developmental Gaps for Incoming Students |** Many reported that they noticed that students who attended high school during the pandemic are "struggling personally, emotionally, socially"

and that UYSA needs to do more to "help students develop soft skills/coping skills that they didn't get during the pandemic in order to move into eventual careers." (x4)

2. **Increased Focus on Safety |** Noting recent tragedies have happened across the nation as well as with COVID, it is imperative that all reports related to safety need to be taken seriously. (x4)

Q6: As you think about all that UTSA has achieved, what are our greatest successes? What factors enabled this success? How might we leverage these factors for continued success?

1. **Empowering Employees |** Said one, "When we are empowered to use our expertise and knowledge as staff members, we help drive our collective successes." Investments such as "professional development" and celebrating that everyone "showed up" when the "work was hard" was crucial to UTSA's successes to date. (x8)

2. **Expansion of Student Success Programs |** UTSA's successes have resulted from the development of initiatives that provide crucial support for students, be it mentoring initiatives like Project MALES, Scholarship Programs (Bold Promise, Bold Scholars Programs), or the creation of a Graduation Help Desk. These programs help students' sense of belonging while providing the information they need to graduate on time. (x6)

3. **Improving Communication and Transparency |** UTSA's achievements result from improved communication. Said one, "I believe that transparency has been the biggest factor of our success. It reminds us that we are all trying to grow and do better as an institution and as individual departments." Another person said, "Student Success Professional Development Teams are a good way to communicate about PD opportunities." (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Student Success, Session 2)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems	X	
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials	X	
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.	X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		

Academic Affairs: University College (Faculty + Staff, Session 1)

Date: 3/24/23
Time: 2:00 - 3:00 pm
Location: JPL Assembly Room
Format (e.g., in-person, virtual, etc.): Mostly In-Person & Hybrid Option
Number of Attendees: 14 (1 virtual)

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future?

1. **Focus on Student Success |** UTSA's focus on student success is inspiring, including our emphasis on well-being and holistic success. (x8)

   2 (tie). Diversity and Inclusion | Many found inspiration in UTSA's commitment to DEI and "continuing to grow as a Hispanic Serving Institution." Said one, "I'm so proud that UTSA has closed racial equity gaps to graduation. Our Black and Latino students are leading the way to graduate in four years. This speaks volumes about UTSA's equity and inclusion." (x5)

   2 (tie). Growth and Innovation | Not only has UTSA grown in size, but we are leading the way in embracing new and innovative ideas. Said one, "The administration's interest in improving and the administration's willingness to listen is inspiring." (x5)

Q2: What should UTSA do to achieve its envisioned future?

1. **Foster a Sense of Community and Engagement |** UTSA is on the right track and to keep moving forward, we should "continue to foster a sense of community and belonging for students and other stakeholders." Maintaining open dialogue and emphasizing representation will help us meet our goals. (x9)

2. **Expand Student Support and Visibility of Services |** There is a perceived need for more student support, specifically support for new students and mental health support (including support for drug and alcohol use/abuse). (x5)

3. **Upgrade Technology |** UTSA needs to upgrade our facilities and technology. Said one, "Technology is an equity issue," and currently, there are some classrooms where the technology is "awful" (our "students aren't getting what they need").

Q3: As you think about University College, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Increase Visibility of Services and Research Opportunities for Students |** We can do our part by expanding support for student services, including "food, medical, and mental health." Even if we cannot expand these services, we can help raise the visibility so that students take advantage of what services we provide. We can do a better job helping university college

students get involved with research opportunities that prepare them to go onto graduate school. (x7)

Q4: What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Make the Strategic Plan Clearer and Focused on Implementation** | The refresh is an opportunity to remove jargon, ensure broader understanding, and give us more "pragmatic approaches." These will make the strategic plan better understood for stakeholders. (x5)

2. A quote to keep in mind is, "As we move toward our destinations, let's keep taking care of our people front and center. In all deliberations, how can we support and nurture this faculty, staff, and student community?"

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (University College, Session 1)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results	Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1	Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals	Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2	Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only	Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination	Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3)	Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3	Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3)	Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2)	Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3)	Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3)	Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1)	Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		
Improve Safety (D3)	Concerns about safety for people, property, or systems		

Expansion of Online Programs |Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvement before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Academic Affairs: University College (Faculty + Staff, Session 2)

Date: 3/30/23
Time: 1:00 - 2:00 pm
Location: In-person, JPL Assembly Room
Number of Attendees: 18

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future?

1. **Pride in Results and Achieving National Recognition |** A major source of inspiration UTSA's growth and recognition in recent years, such as becoming an R1, seeing the investment that donors are willing to make in our future, and the investments we are making in faculty, staff, and students. (x8)

2. **Inspired by Students |** Many draw inspiration from our amazing students, including their "hopes and dreams." Seeing how UTSA has invested in their success is a source of institutional pride. UTSA serves to "broaden the horizons" for its students. (x7)

3. **Community Ties |** UTSA's deep relationships with the San Antonio community and our partners are another source of inspiration. (x3)

Q2: What should UTSA do to achieve its imagined future?

1. **Improve Communication and Raise the Visibility of Services for Students |** In recent years, UTSA has made major investments in student success; comments suggest that UTSA should stay the course and continue to expand these programs, especially round internships and programs focused on retaining first-gen students. UTSA should also continue to make these programs visible to students, ensuring that they can take full advantage, including taking full advantage of available psychological resources. (x8)

2. **Expand Resources and Invest in Infrastructure |** UTSA should continue to invest in its physical and technological infrastructure and expand training for faculty to use the new classroom technology. UTSA should continue to invest in student scholarships. (x5)

Q3: As you think about University College, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Highlight the Value and Contributions of Teaching |** To fully achieve its strategic destinations, UTSA should elevate the value of high-quality teaching as part of our institutional identity and promise. Not only can we raise the value of teaching in our branding/visibility work, but we can also demonstrate that we value teaching by making professional development more available to NTTs. (x9)

2. **Emphasize ROTC as a Part of Student Success |** UTSA's ROTC program should be framed as a student success initiative, as it provides students with "discipline and drive" to be successful and can yield guidance on career paths. Noting that students seek opportunities to build a sense of community, ROTC can also aid in the goal of helping students make friends. (x4)

Q4: What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Focus on Implementation |** Recognizing that UTSA has made significant progress in recent years, the Steering Committee should capitalize on the refresh as a chance to reallocate resource allocation (are things sufficiently funded?), to address what one person called "broken structures" and to have a candid conversation about how much growth is reasonable and sustainable. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (University College, Session 2)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	*
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		

Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	*

Advancement and Alumni Relations: Advancement and Alumni Relations (Staff)

Date: 4/12/23
Time: 9:00 - 10:00 am
Location: Virtual
Number of Attendees: 67

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. Growth and Evolution of UTSA | Attendees noted how inspiring and energizing it is to see all of UTSA's recent achievements and growing recognition, such as earning R1/Tier One status, becoming a top university in the state, achievements in athletics and the arts, and our positive impact within the San Antonio community. Said one person, "UTSA is not stagnant is evolving and growing to meet the needs of our students and community." Another noted how much UTSA has shifted from being a "commuter school" to a top university. School spirit has increased as our national profile has improved. (x140)

2. Community Ties and Commitment to Inclusivity | UTSA has done amazing things and positively impacted the community. We have succeeded by focusing strongly on inclusivity, noting, "I am inspired by our evolution while still being true to our beginnings. Going from Hispanic Serving to Hispanic thriving university." San Antonio has embraced UTSA and vice versa. (x56)

3. Student Success Stories | Another source of inspiration are our amazing students and hearing alumni talk about the impact of UTSA's education on their career and employment success. Many spoke positively about UTSA's ability to promote student access to higher education through scholarship programs like Bold Promise. (x48)

Q2. What should UTSA do to achieve its imagined future?

1. **Make UTSA a Model Employer** | UTSA's future success hinges on the strength of our workforce. We must recruit and retain the best and brightest faculty and staff with competitive wages and provide satisfaction in other forms (e.g., flex work policies, professional development, etc.). Some participants commented that turnover is too high and it harms our ability to carry out our mission. Said another, "It's great to move quickly and capitalize on the momentum, but to ensure continued success, we need to consider what resources it will require." (x186)

2. **Continue to Build on Work in Progress |** UTSA has made tremendous strides to improve and grow–but our work is not yet done. We need to keep expanding and improving the things that have a positive impact and help us stand out, such as investments in student success, growing our research portfolio, serving the needs of our community, and continuing to succeed in athletics. Rather than adding new priorities and projects, we should continue to shine in areas of demonstrated strength. (x64)

3. **Expand Resources to Fuel Strategic Growth |** Recognizing that resources are not unlimited, UTSA must focus its energy and material resources that allow us to grow, such as expanding fundraising staff to increase giving. Said one person; we should "Continue to be intentional in everything we do. Everything has to have a purpose, and creating a plan and strategy for how we'll approach modern-day issues is why we're been successful and will continue to be successful." Others encouraged UTSA's leaders to use the refresh process to clarify its priorities and enhance communication around the work being done on the strategic plan. (x41)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Continuing What Is Working and Maximizing Success |** Said one, "We're doing it well! the fundraising speaks for itself - the fact that our campaign is built around the destinations is great." We're helping our donors understand. Student stories capture the hearts of donors. Keep doing it well!" The division also excels in sharing UTSA's story, retaining and expanding staff, and investing in Advancement. (x91)

2. **Strengthen Relationships and Communication |** Attendees saw room to grow or strengthen internal communication with units and colleges, and off-campus groups, including alumni, and the community, to broaden UTSA's reach and engage donors in a lifetime relationship with the university. Said one, "Our evolution is a revolution, and we need to share that story because it is inspiring." Another suggested, "Empowering our volunteer advisory board members to tell our stories and engage other donors in fundraising leadership can be very productive." (x57)

3. **Focus on Student Success and Stories |** Moving forward, Advancement could highlight compelling stories about including completing BE BOLD to bridge the gap for students impacted by the recession or pandemic and capture donors' hearts with student stories. (x26)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(Some responses to this question echoed themes mentioned earlier in the discussion, as such, these comments are included in the counts above, and the space below is reserved for novel concepts)

1. **Improve Operational Efficiency |** Some noted that UTSA could get in its way by overly bureaucratic processes. Said one, "Remove internal artificial institutional barriers, 'red tape' from recruiting to retaining staff (should not take too long to make decisions when trying to retain or recruit staff), to 'guidelines' that sometimes complicate opportunities that come up to share and promote what we do. We should strive to have a solution-driven culture instead of a 'we can't do that' mindset." (x25)

2. **Strengthen Our Plan for UTSA Southwest |** Said one, **"**with the merger of Southwest School of Art and UTSA, more strategic thinking and planning is needed about how to engage the support of the extensive multicultural arts community in San Antonio—the local and regional "art world." (x10)

Q5. *How have the needs and expectations of our students, prospective students, parents, and employees changed since the strategic plan was developed in 2018?*

1. **Shifting Expectations Post-COVID |** There is the sense that many things have changed after the pandemic and that there's a growing expectation for "flexibility" among students and employees. There are continuing challenges and opportunities, be it work/life balance needs, financial due to inflation, technology, or hybrid work modalities are now expected. (x72)

2. **UTSA is On an Upward Trajectory |** UTSA has experienced unprecedented growth and success in the last five years. This has shifted how we're seen and how employees, alumni, and the community engage with us. Said one, "The community, students, parents, and employees didn't expect high performance from Athletics, and now they see the light! Now they are engaged!" Said another, "Area employers' needs have increased, and they now see UTSA as a solution to labor issues in SA." In short, as one person said, "Because of our success and growth, I think there is an expectation to perform at a higher level." (x50)

3. **Increasing Price Sensitivity for College** | Picking up on a growing trend, post-pandemic many students and their families are more sensitive about the cost of college and looking for additional scholarship support. Said one, "Now more than ever, parents and students are seeking financial aid and scholarships. The pandemic changed everything about how we work and the various types of jobs that can yield higher incomes faster. I think the value of the four-year degree is in question - is it worth the investment considering our current economic state?" Students and families are more concerned with getting good jobs upon earning a degree. (x31)

Q6. Where should UTSA put more of its time, resources, and attention to better serve students, the community, and the region? *(Some responses to this question echoed themes mentioned earlier in the discussion, as such, these comments are included in the counts above, and the space below is reserved for novel concepts)*

1. **Increase Investments in Student Success / Scholarships** (x25)
2. I**ncrease Investments to VPAAE and the Capital Campaign** (x21)

Q7. What work might we sunset or discontinue to allow ourselves greater capacity to meet our most pressing needs?

Q8. As we look to sustain long-term change, how do we allow ourselves sufficient time and effort to fully operationalize our work-in-progress while continuing to innovate and expand our services and programs?

(The responses to Q7 and Q8 were very similar, they are combined below)

1. **Scaling Back |** Participants voiced the sense that it would be helpful for the division to review its portfolio of activities and events with a sober eye and determine if the current calendar/pace has the intended result. Some proposed moving some annual events to a bi-annual timeline, cutting back on meetings, and reducing the overall workload to more sustainable ones. One person said, "We should be aware of the statement: 'This is how we've always done it.' This

entraps us and causes a limit to the things that we could be doing. There's a world of ideas that can be explored." Some expressed a sense that work has crept up over the years and that culling back some events is needed or "without more staff, we cannot do more without burning out our staff." (x136)

2. **Rethink Performance Reviews |** Many noted that while "performance reviews are important, but the current process is laborious and unproductive. Need to rate on too many things and it is discouraging not encouraging." Employees think that a streamlined tool could be better at achieving the goal without exacting such a cost. (x56)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Advancement and Alumni Relations)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it	X	

Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.	X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Business Affairs: Administration and Operations

Date: 3/27/23
Time: 3 PM
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 72

SUMMARY OF QUESTIONS DISCUSSED

Q1: *Do you feel that UTSA's three strategic destinations should change?*

Yes, Some or All Need to Change = 0
Maybe Some Should Change = 29
No, We Should Keep Them = 32

Q2: *What most inspires you about UTSA's future? (Words most frequently mentioned in the Word Cloud)*

1. Growth (x22)
2. Community (x12)
3. Opportunity / Potential (x12)

Q3: *When asked to rank order initiatives, respondents rated the following three as their top for the Steering Committee to consider (listed in order):*

1. *Make UTSA a Model Employer (n = 39)*
2. *Improve Operational Efficiency (n=7)*
3. *Support Student Job Development / Hireability (n=4)*

Q4: *What should UTSA do to achieve its imagined future?*

1. **Make UTSA a Model Employer |** UTSA's future success depends on having a talented, well-paid workforce. Respondents identified many ways that UTSA could become an "employer of choice," ranging from increasing the total number of staff, increasing wages, improving benefits, and providing employees with greater flexibility through remote work. Respondents proposed additional suggestions, such as improving opportunities for professional development, a focus on work/life balance, efforts to bolster diversity and inclusion in hiring and in campus climate, and social events (e.g., Taco Tuesday, Happy Hours). Comments included greater investments in people and requests to improve the technology and systems. (x54)

2. **Deepen Community Ties |** UTSA should continue strengthening its ties to the San Antonio community. Participants saw opportunities to "celebrate and highlight the community connections" and "explore additional volunteering opportunities for staff." (x9)

3. **Invest in and Value Safety |** UTSA should "invest in safety" and consider making "safety a value." (x8)

Q4: What are some of the biggest successes in Business Affairs? (Top 3 identified)

1. Collaboration & Connection (x10)
2. Improved Leadership / Management (x8)
3. Improved Communication (6)

Q5: As you think about Business Affairs, what is one thing that we can do to help UTSA to reach its strategic destinations? (Top 3 Responses)

1. **Make UTSA a Model Employer** | Similar to the question above, the most common response among participants related to investments in the workforce, ranging from "increasing staff in stressed areas," expanding remote work possibilities, and increasing opportunities for professional development and employee growth. Said one, "Recognize that employee turnover is a downside risk; adjust compensation and job satisfaction accordingly." Said another, "we cannot stick to traditional public education management and compensation strategies in today's job market." (x51)

2. **Improve Technology |** Respondents saw an opportunity for the division to improve and enhance technology. Responses included a call for UTSA to "invest" and "improve" technology for routine systems and "remote work." (x11)

3. **Foster Collaboration and Communication** | Business Affairs has an opportunity to encourage collaboration within and across teams within the unit while also "encouraging collaboration between departments." Said one, "Improve relationships between Business Affairs and other divisions across the university. Show our value, help them understand what we do." (x9)

Q6: What else should the Strategic Plan Refresh Steering Committee keep in mind? (Top Comments)

1. **Investments in Staff Are Critical to the Plan's Success |** The largest number of responses encouraged "The Steering Committee needs to commit to keeping UTSA Staff fairly compensated" and a call to "make it clear that supporting employees is part of the plan." (x26)

2. **The Refresh is an Opportunity to Improve the Plan |** Participants offered suggestions to improve the efficacy of the strategic plan and its implementation. Said one, "Keep things simple, don't throw the baby out with the bathwater. Be sure to connect the plan to the work at all levels." Said another, "making sure that staff feel represented in the strategic plan and destinations." Others advocated for the refresh process to be a time to reevaluate goals and ensure that ours are "realistic" and to be more specific about implementation. (x11)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Administration and Operations)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3

What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	*
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems	X	
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Business Affairs: Campus Services

Date: 3/13/23
Time: 1:00 – 2:00 pm
Format (e.g., in-person, virtual, etc.): Virtual Only
Number of Attendees: Approximately 25; 22 individual log-ins (some folks were in a conference room so this is an estimate)

SUMMARY OF RESPONSES

Q1. When asked whether the current strategic destinations should change, respondents answered:

Yes, All or Some Need to Change: 4
Maybe Some Should Change: 8
We Should Keep them: 11

Q2. What most inspires you about UTSA's future? (Words that appeared the most in the word cloud)

1. Growth
2. Community
3. Benefits

Q3. What should UTSA do to achieve this future? (The following responses were mentioned two or more times)

- Greater investments in employees – advancement, salary, benefits, engagement; promoting a grassroots culture where staff and employees have more opportunities to give feedback to further improve UTSA (x16)
- Maintain current facilities (x2)
- Improve the student experience (x2)

Q4. What have been some of the biggest successes in Business Affairs (Words that appeared the most in the word cloud)

1. Diversity
2. Events

Q5. What can Business Affairs do you help UTSA achieve its destinations? (Top 3 responses)

1. **Improve divisional communication,** especially around process changes; Create opportunities for staff at all levels to make suggestions to improve operations, promote innovation, and give feedback (x7)

2. **"Provide better services to students and staff.** Expand and listen to the feedback of others;" refine and improve processes (x6)

3. **Invest in and support staff;** "Evaluate staffing and see what is needed to achieve goals" (x2)

Q6. What else should the Strategic Plan Refresh Steering Committee keep in mind? (Select quotes)

- "Growth is great, but not at the expense of current services and infrastructure."

- "Find ways to get your employees to invest in UTSA. There is a difference between a job and a family. We're missing the family part. How can you help foster that?"

- "Health, safety, and growth are important to employees. We're in this together. Go runners."

- "Balancing between current strategies and the upcoming plans."

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Campus Services)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership		
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination	X	
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	*
Improve Safety (D3) | Concerns about safety for people, property, or systems	X	
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		

Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate </u>students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being a H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		

Business Affairs: Financial Affairs

Date: 4/5/2023
Time: 3:00 - 4:00 PM
Format (e.g., in-person, virtual, etc.): Online
Number of Attendees: 78

SUMMARY OF QUESTIONS DISCUSSED

Q1: *Do you feel that UTSA's three strategic destinations should change?*

Yes, Some or All Need to Change = 1
Maybe Some Should Change = 27
No, We Should Keep Them = 32

Q2: *What most inspires you about UTSA's future? (Words most frequently mentioned in the Word Cloud)*

1. Growth (x16)
2. Success / Student Success (x12)
3. New Opportunities Ahead (x8)

Q3: *When asked to rank order initiatives, respondents rated the following three as their top for the Steering Committee to consider (listed in order, number of votes for the Top 3):*

1. Make UTSA a Model Employer (n = 52)
2. Improve Operational Efficiency (n = 39)
3. Improve Research Infrastructure (n = 20)

Q4. *What should UTSA do to achieve its imagined future?*

1. **Make UTSA a Model Employer |** People are essential for UTSA to achieve its three strategic destinations. The investments that attendees most requested were "investing in employees" and their development through training. Higher salaries comparable to other institutions were also mentioned, but not as often as flex work policies, work-life balance, and professional development. Responses included concern that without meeting these needs, turnover and staff retention will remain a challenge without meeting these needs. (x67)

2. **Focusing on Student Needs |** UTSA must maintain a strong focus on having a customer-service mindset and ensuring that we prioritize the needs of our students. (x7)

3. **Improving Communication and Public Relations |** UTSA must maintain open lines of communication and ensure that we share our message/successes with stakeholders on and off campus. Said one person, "It is important that information is flowing up and down." (x6)

Q5. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Improve Employee Support and Development |** Respondents offered several suggestions of how Business Affairs can improve how it supports employees. This included offering external training, investing in professional development, creating job ladders to make advancement opportunities clear, and promoting job shadowing and more cross-training opportunities. Several responses noted that higher wages would help with employee retention and satisfaction. (x22)

2. **Improve Divisional Communication |** There are multiple mentions of the importance of communication, including effective communication, "open communication," and improved information sharing information. While many of the responses are general, a few references specifically addressed improving "information sharing" with the rest of campus. (x17)

3. **Improve Process Efficiency |** Many saw an opportunity for UTSA to focus on making it easier for individuals to "work efficiently," such as with operations and with "financial systems and reporting." (x11)

Q6. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(This question is intended to surface ideas/concepts that have not already been raised. When comments referenced themes named above, their comments are included in the numerical counts for previous questions)

1. **Thanks for Asking |** Attendees thanked the session organizers for seeking their feedback and asked to be kept informed/involved about the next steps. (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Financial Affairs)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		X	
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	*
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio			
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.			
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		X	*
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		X	

Business Affairs: Public Safety

Date: 3/22/23
Time: 3:30 - 4:30 pm
Location: Virtual
Number of Attendees: 27

SUMMARY OF RESPONSES TO QUESTIONS ASKED

Q1. Do you feel that UTSA's three strategic destinations should change?

Yes, Some or All Need to Change = 2
Maybe Some Should Change = 8
No, We Should Keep Them = 10 (top response)

Q2. When asked to rank order initiatives, attendees rated the following three as their top for the Steering Committee to consider (listed in order):

1. Maintain and Improve Existing Facilities
2. Improve Operational Efficiency
3. Make UTSA a Model Employer

Q3. What most inspires you about UTSA's future? (Words most frequently mentioned in the Word Cloud)

1. Growth
2. Tie between: Community, People, Stability, Teamwork

Q4. What should UTSA do to achieve this future? (top responses)

1. **Invest in Staff / Make UTSA A Model Employer |** To effectively recruit and retain talented employees, UTSA must ensure competitive salaries, improve benefits and prioritize the staff experience by fostering a sense of community. Said one, "allocation of financial support and resources for mental health for employees." Said another, "focus on staff retention." (x10)

2. **Enhance Funding and Invest in Outdated Infrastructure |** To achieve its strategic destinations, UTSA should work to increase resources and programmatic budgets and invest in its aging infrastructure. (x8)

3. **Deepen Community Ties |** UTSA has the opportunity to continue to forge connections with the San Antonio community. (x4)

Q5. As you think about Business Affairs / Public Safety, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Invest in Staff / Make UTSA A Model Employer |** To effectively recruit and retain talented employees, UTSA must ensure competitive salaries, improve benefits and prioritize the staff experience by fostering a sense of community. Said one, "Value staff and ensure pay is up to date for retention." Said another, "boost health care benefits." (x8)

2. **Promote Mental Health and Safety |** UTSA's Department of Public Safety can play a role in improving health and safety across UTSA and raising awareness of mental health resources. (x5)

3. **Deepen Community Ties |** UTSA's Department of Public Safety can engage in community outreach and communication with the San Antonio community. Said one, "be more of a partner with the community." (x3)

Q6. What else should the Strategic Plan Refresh Steering Committee keep in mind? (Top Comments)

1. **Appreciate and Value our Staff |** While many would like to see UTSA improve the staff experience by increasing compensation and fostering professional development opportunities, this is an opportune moment for UTSA's to recognize the contributions of our current staff who have played an integral role in getting us to this point. Said one, "I think that while there is room for improvement, we should not forget that we have a great team in Public Safety and that we not forget to show our appreciation." (x10)

2. **Ensure Adequate Funding to Maintain Operations and Facilities |** To keep pace with inflation and to bring our infrastructure up to date, UTSA must provide sufficient funding to ensure high-quality service. Said on, "The areas of the campus that provide safety for the students, staff and faculty need the proper funding to do so." Some see a need for greater mental health investments. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (UTSA Police Department)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		

No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	*
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		
Improve Safety (D3) | Concerns about safety for people, property, or systems	X	
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Business Affairs: Real Estate, Construction and Planning (ReCAP) & Facilities

Date: 3/29/23
Time: 11:00 - Noon
Location: HEB Student Union Ballroom
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 105

SUMMARY OF QUESTIONS DISCUSSED

Q1. Do you feel that UTSA's three strategic destinations should change?

Yes, Some or All Need to Change = 9
Maybe Some Should Change = 56
No, We Should Keep Them = 50

Q2. When asked to rank order initiatives, attendees rated the following three as their top for the Steering Committee to consider (listed in order):

1. Make UTSA a Model Employer (74 people rated this in their top 3 priorities)
2. Improve Operational Efficiency (73 people rated this in their top 3 priorities)
3. Maintain and Improve Existing Facilities (72 people rated this in their top 3 priorities)

Q3. What most inspires you about UTSA's future?

1. **UTSA's Growth and Pride in Results |** A major source of inspiration is UTSA's recent growth and expansion, including the construction of new facilities, a rise in student enrollment, the success of the football team, and research achievements. In addition, continuing to embrace our Hispanic-serving focus as a major element of this growth inspired many. Many noted that this inspiration is likely to increase because we have not yet achieved our "potential." (x44)

2. **Achievements in Student Success |** UTSA's ability to serve students, improve its graduation rates, and achieve their potential is inspiring. Many take pride in UTSA's ability to "help" students while they are in college and as they graduate and move into careers. (x16)

3. **Improved Collaboration and Process Efficiency |** The fact that UTSA is "focusing on streamlining and becoming more efficient by evaluating its processes" is another source of inspiration. Many attribute our progress in the strategic plan to paying attention to our internal processes. (x5)

Q4. What should UTSA and ReCAP do to achieve the imagined future?
(these were asked as two separate questions during the listening session, but the responses were nearly indistinguishable. Numbers reflect combined responses)

1. **Make UTSA a Model Employer |** Faculty and staff are integral to UTSA's ability to achieve its three strategic destinations. UTSA should continue to find ways to "invest in employees," ranging from streamlining the hiring process, and hiring more staff, to improving wages. Within ReCAP, some noted a need for more succession planning and professional development. Some called for improved communications to ensure staff needs are met and their suggestions are taken seriously. Many cited the need for wages to keep up with inflation. (x78)

2. **Maintain Our Current Infrastructure |** As UTSA continues to grow, it is important that we update the equipment and infrastructure, invest in a sports building, and allocate more funding to replace furniture. We must keep the campus "beautiful" and "attractive." Vehicles also need replacing. One person suggested that to operationalize this goal, UTSA needs "better lanes for funding, renovation projects, and upgrades." A few responses noted that "systems" need improvements like buildings. Some mentioned that UTSA should prioritize accessibility issues. (x46)

3. **Enhance Community Engagement |** UTSA's future success hinges on our local relationships and our ability to serve our community. Moving forward, we could do more to enroll students, promote ourselves in the community, and find ways to make a difference locally. Expanding our downtown presence will aid in this. (x15)

4. **Increase Resources |** While not mentioned as often as the previous themes, some called for UTSA to increase "resources" and "investments;" I interpret this to mean increasing resources to achieve the previous recommendations, but there wasn't enough detail to be sure. (x9)

Q5. What else should the Strategic Plan Refresh Steering Committee keep in mind?
(Responses that reiterate something mentioned above are counted above)

1. **Continue to value transparency and accountability in processes |** Participants encouraged the steering committee to "continue to keep the faculty/staff involved and informed." Others called for UTSA to "have more meetings to keep the staff informed" and "encourage participation" throughout this process and on important matters related to the university. (x9)

2. **Keep the Focus on Future Growth and Improve Our Implementation |** As the steering committee navigates this process, participants encouraged the members to "ask the questions. Keep doing what you are doing" and continue to provide an updated "timeline." (x5)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (ReCAP and Facilities)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, and quality leadership		X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		X	
Should UTSA revise or add a destination?			
No Changes | Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	
Additional Considerations for the Steering Committee			

Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

Business Affairs: Staff Senate

Date: 3/16/23
Time: 9:00 – 10:00 am
Location: NPB 1.412
Format (e.g., in-person, virtual, etc.): Hybrid
Number of Attendees: 7 in person; 31 online (38 total)

STANDARD QUESTIONS

1. *Do you feel that UTSA's three strategic destinations should change?*

   Yes, Some or All Need to Change = 1
   Maybe Some Should Change = 16
   No, We Should Keep Them = 12

2. *What most inspires you about UTSA's future? (Words most frequently mentioned in the Word Cloud)*

   1.   Growth
   2 (Tie).   Innovation, Research

3. *What should UTSA do to achieve this future?*

   1. **Make UTSA a Model Employer / Invest in employees** [quotes: "Create opportunities for professional development and growth in career opportunities;" "Market Level Salaries"] (x28)

   2. **Improved Communication Involvement of Employees in Planning:** Attendees called for improved communication and empowering employees to be more involved in planning efforts and helping to break down silos within UTSA. (x6)

   3. **Deepening Community Ties:** Attendees called for UTSA to strengthen its relationships in San Antonio to help students secure jobs and to "Support our SA Hispanic and Latinx community to be a national model" (x3)

4. *When asked to rank order initiatives, Senators rated the following three as their top for the Steering Committee to consider (listed in order):*

   1. Make UTSA a model employer
   2. Improve operational efficiency
   3. Maintain and improve existing facilities and systems

5. What are some of the biggest successes in Staff Senate? (Top 3 identified)

1. Staff recognition
2. Representation
3. Community Building

6. What is one thing that Staff Senate can do to help UTSA to reach its strategic destinations?

1. **Communication and Knowledge Sharing:** "Strengthen and maintain open lines of communication," "Continue to be transparent with our constituents on university needs and how they can support them," and "Be a bridge between faculty/staff and leadership." (x14)

2. **Play a Leadership Role in Bringing Forward Staff Views to Inform Decision Making:** "Make sure that we continue to share the ideas, comments, and concerns from staff. Being the voice to university administration," "Continue collaborations with PE and leadership." (x8)

3. **Advocacy for Staff:** "Involvement of Staff Senate in university groups and decision-making," "Advocate for staff visibility and voice." (x4)

7. What else should the Strategic Plan Refresh Steering Committee keep in mind? (Top Comments)

1. **Empower and Value Employees:** Increasing compensation and finding other ways to recognize and reward staff; hiring more staff; emphasis on staff wellness; taking steps to retain staff; "frontline staff experiences and the thoughts of the lowest paid employees." (x12)

2. **Added Emphasis on Implementation:** "Build a foundation before building a house," Clarifying how we measure our progress; Continue to improve communication (x4)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Staff Senate)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		

Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination	X	
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	*
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being a H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvement before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		

Inclusive Excellence: Inclusive Excellence (Staff)

Date: 4/18/23
Time: 9:00 AM
Location: MB 2.102
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 10

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Sense of UTSA Pride and Purpose |** Many find inspiration in belonging to a community of students, faculty, and staff who share a commitment to UTSA's mission and to serving our students and our diverse community. Internally and externally, UTSA builds community, supporting students, staff, and stakeholders. People of different interests and backgrounds work as a family toward a goal. Staff are "able to see a familial atmosphere across campus." When students are successful, we all get to celebrate that. (4x)

2. **UTSA Embraces Change |** Attendees see UTSA as something other than a static, unchanging organization. Rather, UTSA is a place where new programs and support are coming to fruition and staff are dedicated to helping students despite the social and political climate in the state. At UTSA, an openness to change will allow the university to move forward inclusively. Said one person, "UTSA is a place where people know that inclusivity is the right thing to do." Even as we keep building the Inclusive Excellence Office, there is a broad sense that the campus community wholly supports the mission. (3x)

Q2. What should UTSA do to achieve its imagined future?

1. **Make UTSA a Model Employer |** UTSA's future hinges on having a talented and engaged workforce. Attendees proposed several ways that UTSA could strengthen its support for its current employees, ranging from improved mentoring to professional development to reopening the Child Development Center. While raising salaries is an important long-term goal, the attendees proposed other (less expensive) perks that will "elevate" the staff and faculty experience to promote retention. These efforts may include more community outreach, expanding the discount program at local businesses and institutions, discount parking, and other incentives. Staff would appreciate the Leadership Development Program coming back online. (6x)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Expand Division |** Inclusive Excellence is a young division at UTSA. To have a more significant impact on campus, resources and staff are needed to continue to do the division's work and to

reach more stakeholders. Currently, staff are carrying a heavy load for an institution that has expanded exponentially–the IE office must be scaled accordingly. The division must "multiply [itself] to keep infrastructure and accelerate to destinations." With increased personpower, IE can play a more significant role in helping UTSA reach its destinations, such as aiding in REDKE's efforts to increase federal grant funding and improving the employee experience through ombuds work, restorative justice, and supporting DEI/belonging efforts generally. (3x)

2. **Advocate for Staff |** The division should continue and expand services and bring greater attention to staff concerns to leadership. Beginning these voices forward will enable the University to move toward being a model employer. (x2)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Ensure Employee Well-Being |** Coming out of the pandemic, UTSA has a real opportunity to be more attentive to the holistic needs of its employees. As part of the strategic plan refresh, the university should focus on human capital by expanding training, development, and resources. IE frames its work as promoting wellbeing–from offering training on "compassion fatigue" to restorative justice work–and may be an asset in helping UTSA expand its work in this area. (4x)

2. **Improve Campus Climate |** UTSA conducted its first campus climate survey during the pandemic, identifying several growth areas where UTSA can be more attentive. The Steering Committee should also consider how to maintain a positive campus climate and what resources are necessary to be a model employer, support stakeholders, and promote deeper engagement among faculty and staff. (2x)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (INCLUSIVE EXCELLENCE)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently			
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		X	*
Athletics | Any references to Athletics and their role at UTSA.		X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together			
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		X	

President's Divison: President's Division (Staff)

Date: 4/4/23
Time: 3:00 - 4:00 pm
Location: Virtual
Number of Attendees: 40

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Pride in Results |** UTSA's significant growth and successes over recent years are a major source of inspiration for many. Many praised the "momentum," and finally becoming an R1/Tier One institution is the achievement of a "long-term dream." Our national reputation is growing, as evidenced by the recent College Tour video, our fundraising success, our successful football team, and enrollment growth. Said one, "UTSA is no longer the commuter school where people come for a while, only to graduate from UT-Austin or Texas A&M." (x7)

2. **Commitment to Our HSI Mission |** Creating student opportunities is another source of inspiration. Said one, "Students inspire us," especially serving first-gen and Hispanic students. (x5)

Q2. What should UTSA do to achieve its imagined future?

1. **Make UTSA a Model Employer |** There is a recognition that to achieve growth and reach new goals, there needs to be an investment in UTSA's people. This investment could be continued education, increased wages, resources, and addressing shortages and inefficiencies. Additionally, there is a recognition of the importance of retaining good employees, faculty, and students to avoid brain drain. Many agreed that "the migration of talented individuals could cost the institution more in the long term." (x11)

2. **Don't Grow Complacent|** Given that UTSA's recent successes are a source of inspiration, we mustn't grow complacent – we need to keep pushing for growth and progress. Not only do we need to keep an eye on evolving and growing, but we need to embrace the full and uncertain future, including technologies like Artificial Intelligence. As we grow and change, we mustn't lose our identity. We can continue to improve how we raise visibility and tell the story of our progress, especially around student success. (x5)

3. **Ensure that Infrastructure Investments Keep Pace with Growth |** As UTSA continues to grow in size, research expenditures, and quality, it is imperative that we invest in our buildings and systems. Individuals noted that People Excellence seems understaffed, leading to bottlenecks and delays, that our infrastructure around data security may be lacking, and that we need to continue to invest in safety. (x4)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Continue to Refine Our Contributions to the Strategic Destinations |** There are ways in which our unit has to work harder to demonstrate our role in helping UTSA achieve its strategic destinations. For example, for Destination Two, "We're not researchers, but we can validate researchers' work as auditors." As we continue to find our divisional identity, we must keep refining how we talk about our contributions and the value we bring. (x4)

2. **Be a Good Partner |** We know that external regulations continue to change - such as changes related to Title IX, Compliance, etc. - and we should embrace our role to help other offices on campus understand and adapt to these changes. As things change, we must keep "pivoting as the environment changes" to "share resources and work together as things change." We know that sometimes, "with growth comes growing pains," and we can do our part to help UTSA remain compliant and work through these changes. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (President's Division)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		

SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	*
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio			
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other			
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*			
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.			
Athletics | Any references to Athletics and their role at UTSA.		X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects		X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders		X	

Research, Economic Development, and Knowledge Enterprise (REDKE): REDKE (Faculty + Staff)

Date: 3/20/23
Time: 12:00 - 1:30 pm
Location: JPL Faculty Center
Format (e.g., in-person, virtual, etc.): Hybrid
Number of Attendees: 109 online; in-Person 18 (127 total)

SUMMARY OF LISTENING SESSION

Q1: What most inspires you about UTSA's future?

1. **Fellow UTSA Colleagues and REDKE Peers |** UTSA employees are a great source of inspiration, ranging from the energy and dedication of those who are directly involved in carrying out the research mission of REDKE to individuals carrying out research. There's a sense of camaraderie and alignment: "We're all working together to achieve a vision." (x10, includes "thumbs up" likes)

2. **We're Making San Antonio Better and San Antonio Appreciates It |** Many shared excitement about UTSA's impact on San Antonio, including our positive economic impact and our growth downtown; has been met with a "continuous stream of positive feedback from the community about UTSA's trajectory." (x7)

3. **Dreams Are Becoming a Reality** | UTSA has finally arrived at the "phase of delivering on the potential and promise that we've been building up!" and highly-visible results. (x4)

Q2: What should UTSA do to achieve this future?

1. **Become a Model Employer** | UTSA has experienced significant growth in recent years, and campus leaders must recognize the need for additional personnel and adequate support. UTSA must increase "experienced faculty and staff" and retain employees through competitive salaries and benefits. (X9)

2. **Communication is Key |** Although communication has been improving, UTSA must keep open lines of communication between leadership and staff and strengthen communication within and across divisions. Said one, UTSA must "continue demystifying processes and being transparent with workflow to help breakdown silos and encourage the growing inter-office communications we have," and "it's important that everyone is lockstep in the plan and hearing the same message." (x8)

3. **Continue Commitment to Economic Development** | UTSA has added potential to promote economic growth and development. This growth could be expanded by leveraging our graduates to fill the community's workforce needs or by articulating a strategic action plan to "collaborate in new interdisciplinary and economic development initiatives." (x5)

Q3: How have the needs and expectations of our stakeholders changed since 2017? How might these changes impact the business model of REDKE?

1. **As UTSA's Research Enterprise Grows and Becomes More Complex, We Need to Evolve Our Systems and Processes |**UTSA needs to improve its operational efficiency by investing in our technology to conduct routine business processes and enable growth. UTSA might proactively host events to solicit stakeholder feedback about improving processes and systems. (x10)
   a. A specific example included a need to grow capacity in **Legal Affairs**; the time it takes to review and approve contracts may hinder our competitiveness for international awards.

2. **The Funding Environment Has Changed |** As UTSA has grown its research expenditures, the competitiveness of sponsored projects has increased and will likely only become more competitive; UTSA may find it more challenging to secure awards from groups like DoD, NIH, and NSF. In this changing environment, UTSA may need to be ready to meet the call from federal sponsors related to workforce development, research translation, industry partnerships, and national competitiveness. In addition, we need to internally evolve our practices related to crowdsourcing and adopt common industry practices, including supporting capstone practices. (x9)

3. **Work Modality Has Changed |** Post-pandemic, where, how, and when people work is forever changed. REDKE must continue negotiating how to deliver its mission in a remote and hybrid world. (x4)

Q4: Given all that UTSA has achieved, what have been some of our greatest successes?
This question was asked using MentiMeter; the following were the three top responses.

1. **Advancement in Research |** UTSA's success is evident in its ability to meet new levels of funding and expenditures, including Becoming a Tier 1, Carnegie R1, our Department of Defense partnership with CYMANNII, and approaching NRUF eligibility. (x43)

2. **Campus-Wide Growth and Achievements |** UTSA's success is best seen in our demonstrated ability to become both bigger and better, enrolling and graduating more students, improving our national recognition (for athletics and academics), shifting our reputation from a "commuter school" to an R1 institution, and constructing new buildings to support the vision of where UTSA is going. (x25)

3. **Local and Regional Partnerships as an Economic Driver |** Another area where UTSA has been successful is in the growth of partnerships, support to small businesses, and UTSA's positive contributions to economic development in San Antonio and beyond. (x6)

Q5: Should UTSA change the description or rationale for Destination 2: UTSA Will Become a Great Public Research University? (MentiMeter)

1. **Refine this Destination (highest number of votes)**
   Proposed Revisions:
   - Give us a specific target/goal (e.g., Become a top 100 research university)
   - Now that we've become an R1, explain where we will go next.
   - Perhaps the marketing has become a little stale? For "20+ years, UTSA has marketed itself as "the next great" university.
   - Offer greater clarity and refinement to our university-wide research focus (e.g., HSI, graduate programs, partnerships).
   - More/better clarity of institutional vision/investment of key research pillars.

2. **Keep It As Is (2nd highest # of votes)**

3. **Change It or Delete It (lowest # of votes)**

Q6: What must we consider to ensure a continued positive trajectory, both as a university and as a division (REDKE)? (MentiMeter) (This summary included responses to the question, "What work should we sunset to address our most pressing needs" since the answers often echoed the previous question)

1. **Grow the Size of Our Workforce and Invest in Our Employees |** Responses see an opportunity for UTSA to increase the number of employees, ensure competitive and fair salaries to retain talented employees and researchers, improve professional development/training, and increase benefits. Said one, "We desperately need to stop losing faculty and staff. Our work is being severely hampered by faculty and staff having to do double or triple duty in addition to burdensome tasks they have already." (x36)

2. **Improve Communication and Collaboration |** Finding ways to improve collaboration and communication, within REDKE, across units at UTSA, and with industry partners are critical to UTSA's continued positive trajectory. Some specifically called for the need to expand international partnerships. (x15)

3. **Improve Infrastructure, Systems, and Resources Overall |**UTSA has had significant growth in a short period, it is essential to ensure that our investments in technological systems, personnel, and facilities keep pace. Many noted the need for additional resources and budget. Said one, "We are at a critical point where our system, across all UTSA units, is stretched to the point of fragility. Add'l growth will depend on reinforcing the system, from custodians, HR reps, to researchers." (X13)

4. **Improve Operational Efficiency |** Many called for UTSA to streamline its "draconian" and "bureaucratic processes" that currently hinder the ability for UTSA to function at its best and continue to grow. *These comments echoed feedback about investing in employees and improving infrastructure–ensuring that employees have the resources to perform their jobs effectively and efficiently.* (x9)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (REDKE)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	*
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.	X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects		
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets	X	

Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

Research, Economic Development, and Knowledge Enterprise (REDKE): REDKE Stakeholders

Date: 3/31/23
Time: 3:30 - 4:30 pm
Location: Virtual
Number of Attendees: 14

SUMMARY OF QUESTIONS DISCUSSED

Q1. What do stakeholders think about Destination 2? Does it still work? Would it benefit from revision? How might it change? (Now that we have become a R1, how do we mature/sustain/nuance our research operation?)

1. **Round Out and Expand Our Research Portfolio |** Part of being an R1 is ensuring that UTSA strengthens its research portfolio while also taking advantage of the factors that make us unique. Moving forward, stakeholders would like to see the university should work to expand research portfolios so that we are strong "across the board." Attendees saw an opportunity to grow by cultivating research excellence in COLFA, expanding community-based research, leaning into our strengths in Mexican-American culture and history, and putting research into practice. Attendees also urged UTSA's leaders to focus on areas where we can stand out and "where we can be exceptional" and target our resources accordingly. (x7)

2. **Build a True "R1 Infrastructure" |** Attending stakeholders took justified pride in UTSA's considerable growth as a research institution, including reaching the major milestone of achieving Carnegie R1 status. The conversation focused on steps that UTSA's leaders might take moving forward to inhabit this status fully. These long-term efforts will require expanded resources to support research efforts and bring more talented graduate students to UTSA. (x5)

Q2: What are some of UTSA's greatest recent successes (beyond R1)?

1. **Becoming a Student Success Leader |** UTSA has experienced many successes, such as diversifying its student population, improving graduation rates have improved, and producing students capable of greater accomplishments (e.g., prestigious grants, national fellowships, research, etc.). This is a strong foundation with much momentum where UTSA can continue to be a leader. (x7)

2. **Improved Visibility |** In recent years, UTSA has expanded its visibility and become more prominent as an institution. This has been driven by many factors, including doubling our research expenditures in just five years, achieving national prominence in cyber security work, and experiencing big athletic wins. UTSA is "known in Washington D.C. and among international partners." (5x)

Q3: What must we consider for a continued, positive trajectory?

1. **Mature the Research Enterprise |** While UTSA has achieved the Carnegie R1 classification, our research enterprise remains a work in progress. UTSA should continue to address persistent operational issues (e.g., post-award administration) and other inefficiencies. Another potential growth area is to deepen the connection between humanities and social science research in REDKE. In addition, UTSA should continue leveraging communications to talk about our successes in language accessible to the campus community and the general public. (x6)

2. **Continue Growth |** UTSA must continue to grow its research enterprise. Attendees were optimistic that this could be done by adding more Ph.D. programs and enrolling more graduate students. Others were optimistic that Human Subjects research could be a promising area for growth (citing a past collaboration with Methodist Hospital). (x4)

Q4: Are there any specific initiatives that will help drive our destinations?

1. **Expand Student Involvement |** There was a suggestion to grow the university's research portfolio to expand opportunities for more research and more partnerships that directly benefit students. While we could point to opportunities that involve a few dozen students, there is a question of how to scale this to involve upwards of 1,000 students. One person noted, "We have great internship and service learning partners; do we have them for research?" We should think through ways to convert our research success into job prospects for graduates. (4x)

2. **Embrace Economic Development |** As UTSA grows its research portfolio, it is important not to overlook REDKE's contributions to economic development. There was a sense that there is untapped potential to do more with the city of San Antonio and regional partners to be more of a "catalytic force" in the regional economy. (x2)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (REDKE Stakeholders)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	*
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		

Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants	X	
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*	X	*
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvement before taking on new projects	X	*
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making		

University Athletics: Coaching Staff

Date: 03/22/23
Time: 11:00 - Noon
Location: RACE 2.218
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 24

Q1: What most inspires you about UTSA's future?

1. **We Embrace Change as an Opportunity|** One noted, the people at UTSA have embraced a "growth mindset" and we push ourselves to be a leader in our industries; open to change and not wedded to old ways of doing things. Our employees bring a desirable mix of institutional memory and new perspectives from other institutions. While we might be impatient that change isn't happening faster, seeing our "concrete numbers and goals" helps keep us on track in a sustained way (both as we manage our own teams/programs and as a university as a whole). (x6)

2. **The Potential for Growth** | UTSA has come a long way since 1969. In fifty years, we have added new colleges and "transformed from the institution we were." We are building a more affluent donor base and have the potential to expand because we own so much land. One person said, "I don't recognize this place." (x3)

Q2: What should UTSA do to achieve the future we've envisioned?

1. **Invest in Employees Who Make a Difference in Students' Lives |**UTSA should ensure that we recruit and retain employees who play important roles in students' lives. One overlooked cost of having a high employee turnover rate is that students lose out on the continuity of seeing/knowing people who believe in them. UTSA should continue to invest in and recognize the faculty and staff who "emphasize transformational interactions, not just transactional ones." Having a consistent coaching staff who stay with students across four years is important. (x6)

2. **Improve Operational Efficiency and Student Services |** Noting the interconnected nature of the student experience, one person noted, "if our students get the run around with the dorms, financial aid, bookstore… it doesn't go well for us." It's important to have the right people in these roles and that our policies and systems enhance the overall student experience rather than detract from it. Students increasingly want networking opportunities in their majors to help them prepare for life after college and life after athletics. (x4)

3. As to the question of how to message the fact that UTSA is a "work in progress" and we cannot achieve everything at once, coaches offered the following **suggestions on how to make everyone, including athletes and staff, feel valued and involved:**

   - **Seek out ways to make the student-athlete experience just a little bit better |** While we continue to work towards major facilities and program improvements, we should remember that for student-athletes, " little things make a big

difference (e.g., they want spectators in the stands, bands, cheerleaders; improved meals on the road; small improvements in gear; engagement with leaders and donors)."

- Make the case that **a rising tide lifts all boats**. The success of football has increased UTSA's reputation visibility, so which helps all teams and UTSA's reputation overall. More opportunities can stem from this success. Rather than compare what one program has and what one program doesn't, we can emphasize how we all improve together.
- Coaches can work to **sell students on the "vision**… can you see it?" Help them feel the contagious momentum of where we are going. We shouldn't mask the fact that some of our facilities need upgrades and improvements, we need to be honest about where we are today and where we are going.

- Continuing to take an all hands on deck for recruits. Continuing to engage Dr. Eighmy or other coaches in signing promising recruits.

Q3: As you think about University Athletics, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Continue to Grow Our Fan Base Through Social Media Engagement |**UTSA needs to work to have a "positive, proactive, and consistent presence in social media." Some of the messaging we need to emphasize is that we are a D1 program, that we're moving to a new conference, and that we need to be more consistent throughout the year (not just covering things in season). The messaging can also underscore our other achievements as a university, such as standout academic programs, our acquisition of UTSA-Southwest, research opportunities, and internships for students. As students decide where to go to college, they also assess UTSA's academic offerings. (x5)

    - Question: Are we fully tapping our students - who do graphic design, marketing, and social media to help with social media as interns? Is the creative team open to mentoring more students, and does it have the capacity to do so?

    - Lisa Campos stated that she continues to promote collaboration between Athletics and University Communications and provide opportunities for students to hone their skills as part of UTSA's broader "classroom-to-career" initiative.

2. **Convert UTSA football fans into UTSA Athletic Fans and Future Roadrunners** | Some saw an opportunity to convert the 30,000 attendees at football games into fans who can attend other sports on campus. This pool of supporters sometimes never comes to Main Campus and, as a result, doesn't see our amazing facilities (e.g., Engineering Building). Facilities like RACE and Park West will help bring more of the community to campus. (x3)

Q4: What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Work Through Growing Pains |** UTSA is undergoing a major transformation. As we continue to grow, we need to be attentive to some current challenges and work to secure the resources to meet the needs of a university that is on the cusp of getting bigger. This includes considering a shortage of on-campus housing (a frequent concern for athletes/coaches) and ensuring the campus bus routes include athletic facilities like Park West. (x3)

2. **Pursue Affordability by Expanding Merit Aid and Maximizing Athletic Scholarships |** There was considerable discussion about how UTSA's financial aid packages could make college more affordable for student-athletes and how scholarships could go even further when recruiting students. There was a specific concern about language/qualification criteria for out-of-state student-athletes and the Presidential Scholarship. Many hope that UTSA will expand merit-based aid as we continue to become more prestigious and the profile of our athletic program rises.

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Coaches)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis		
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	*
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	*

Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more	X	
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate </u>students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.	X	*
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	

University Athletics: Staff

Date: 4/12/2023
Time: 10:00
Location: RACE 2.232
Format (e.g., in-person, virtual, etc.): In-Person
Number of Attendees: 41

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Growth and Progress to Date |**Many attendees explained that they drew great inspiration from UTSA's "exponential progress" in recent years. One person noted that there has been great "improvement in all divisions," including "ambition" to grow in athletics and record student enrollment numbers. One person said UTSA's "striving for excellence… keeps me here." (x4).

2. **Deep Community Ties |** The San Antonio community is fully behind UTSA and UTSA athletics – there's a sense that everyone in the community " understands the need for a strong anchor in the institution and the community." (x2)

Q2. What should UTSA do to achieve its imagined future?

1. **Make UTSA a Model Employer |** UTSA's people are essential to our ability to achieve our strategic destinations. We risk losing many employees because wages are not competitive, and staff don't like the current merit/evaluation system (noting that the current system seems to push for mediocrity and "everyone should be a 3"). The cost of staff turnover harms the student experience because students miss out on the chance to form "trusting relationships" with everyone from coaches to advisors. Some noted that UTSA could improve the staff experience by providing enhanced benefits, such as wellness programs, opportunities for special recognition, flex work schedules, and hybrid roles. In addition, ensuring that staff have access to mental health resources and support for work-life balance (such as an improved comp time system) could help. (x8)

2. **Continue Making Progress on Current Projects |** UTSA should continue to pursue many of its current initiatives and efforts, such as focusing on student success (especially with the growing challenge of ChatGPT). Some noted that UTSA needs to continue to invest in systems, pursue process efficiency, and be attentive to student mental health needs. There was a shared sense that we have more work to do to achieve our goals fully. (x4)

Q3. As you think about our division, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Maintain Course and Think Big |** Participants see an opportunity for Athletics to contribute by continuing to support students; to have winning seasons that help recruit talented student-athletes to our campus; and be innovative leaders as part of a growing, nationally-competitive athletics program. One person noted, "If you build it, they will come."(x5)

2. **Improve Collaboration and Visibility |** Another opportunity is for athletes to keep raising the visibility of our programs and our university, such as by increasing the amount of UTSA gear that can be seen in the community, bringing more people onto campus/into facilities like RACE, and continuing to make a strong case of the value of a world-class athletics program to UTSA as a whole (especially as we pursue an increase to the student athletic fee). (x3)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

The group had no additional feedback to share.

Q5: As you think of all that we have achieved, what has been the greatest accomplishment? How can we leverage our accomplishments?

1. **Power of Facilities |** Attendees praised the facility improvement (noting how much of an upgrade it is compared to modular buildings). Having staff collected in one place has been energizing because it "allows for collaboration and a better environment for the students." Another person noted that seeing these investments - and accomplishments like back-to-back conference wins in football - help others believe that change is coming. Now is a great time to keep leveraging these wins to support the success and investment in other sports. (x4)

Q6: Where should we put more resources, time, and attention to reach our strategic destinations?
(Some responses to this question echoed themes mentioned earlier in the discussion, as such, these comments are included in the counts above, and the space below is reserved for novel concepts)

Within the division, athletics identified many things that it wants to continue to work on:

- Scaling resource growth to meet current needs (we can't do "more with less" forever)
- Being willing to pull back / focus on doing fewer things because the current level of effort may be too ambitious/unsustainable
- Becoming a student-centered department and keeping student's needs first
- Expand/improve facilities for all sports, recognize that there's more work to do and that many have been patiently waiting their turn

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (Athletics - Staff)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)	X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed	X	
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination		
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
SUBTHEME **Improve Employee Satisfaction Through Engagement and Investment |** Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME **Address Wage Competitiveness |** UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME **Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		

Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for <u>graduate</u> students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	*
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.		
Athletics | Any references to Athletics and their role at UTSA.	X	
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together	X	
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	*

University Athletics: Student-Athletes

Date: 04/05/2023
Time: 9:00 – 10:00 am
Location: RACE, Leadership Development Classroom, 2.218
Format (e.g., in-person, virtual, etc.): In-person
Number of Attendees: Virtual: 0 | In-Person: 3

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?
(This summary includes comments shared throughout the conversation related to what works well)

1. **Positive Sense of Momentum and Growth |** Students appreciate that UTSA is in the middle of a positive transformation; said one, "You can tell that there is a lot of progress and even though I might not be here to see the end of it, you can definitely see that we are on the ground level of something big happening." In addition, students are inspired by the "new facilities," including "the RACE building is really nice, and you can see all the progress with the new downtown buildings too." Improvements to the library were noted as an improvement. Students also love not only that UTSA has grown but how it has grown, noting, "UTSA has achieved diversity really well. We're a big school, but not so big that people get forgotten. So the size helps. Also, as a 1st generation student, I really like how UTSA focuses on recruiting more 1st Gens. All that makes UTSA more appealing to me." (x5)

2. **Emphasis on Students and Student Services |** Students appreciate "The amount of student-focused events and events, like career expos, that line up with degree plans are great." In particular, students appreciate all the support focused on their careers/post-college life. Students also appreciate "all the extra stuff for students like classes on how to manage your bank account, how to set up a monthly budget, how to do your taxes… All the stuff about how to be a successful adult that you may not have learned at home or in high school." Students noted that they would appreciate more support finding / selecting internships. (x3)

Q2. What should UTSA do to achieve its imagined future? What can athletics do to help?
(This summary includes comments shared throughout the conversation related to what could be better)

1. **Pursue Consistent Growth |** Students acknowledged that there is more going on behind the scenes than they know–encouraging leaders to "stay consistent" and to keep pursuing "more funding" to accelerate change and growth; one student who transferred from UT-Austin noted that by comparison, UTSA doesn't seem as well-supported or as easy to navigate. Students noted that success in athletics is good for the university overall. Students noted that even as we wait to renovate all of our buildings, adding new/more comfortable furniture would be an improvement. (x4)

2. **Bring Consistency to Online and Offline Academic Experiences |** One student called for UTSA to "evaluate how to improve online and asynchronous educational offerings." With

asynchronous classes, students don't like it when "the professors just give you the syllabus and expect you to teach yourself." Students spoke highly of the connections and experiences they've had in in-person classes, teaching assistants, and with student groups and that this doesn't happen with online classes. (x3)

3. **Improve Transportation & Parking |** Students noted that UTSA's multi-campus arrangement can be challenging to navigate, specifically the lack of buses between the main campus and downtown. Students also asked for more parking, noting that many staff spots seem open and there's nowhere for students to park. (x3)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (STUDENT ATHLETES)

		Was this topic discussed by attendees?	
		Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?			
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership		X	*
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		X	
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing			
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis			
Should UTSA revise or add a destination?			
No Changes	Statements that the strategic destinations are working and should not be changed			
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		X	
Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction			
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.		
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.		
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.		
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT		X	*
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			

Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth	X	
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. Not about the vision but about our plans to operationalize it.		
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	
Athletics | Any references to Athletics and their role at UTSA.	X	*
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together		
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders	X	

University Relations: University Relations (Staff)

Date: 3/27/2023
Time: 2:00 PM - 3:00 PM
Location: Microsoft Teams
Format (e.g., in-person, virtual, etc.): Virtual
Number of Attendees: 34

SUMMARY OF QUESTIONS DISCUSSED

Q1: What most inspires you about UTSA's future?

1. **The Refresh is an Opportunity to (Re)Define Destination 3 |** UTSA has been well-served by having three clear and worthy strategic destinations that are broad and encompassing enough that "everyone feels like they can contribute to one or more of them." Many noted that, over time, Destination 3 has morphed into becoming something of a "catch-all" and may have lost its original focus. Some noted that Destination 3's ambiguity can be used to our advantage, giving leaders like Dr. Eighmy the ability to shift his messaging for different audiences (sometimes it is about internal processes, other times, it's about community engagement and economic development). Arguments were made to keep D3 as the all-purpose "catch-all" or to consider splitting the destination into two, one focusing on buildings/infrastructure and another on people. (x9)

2. **Pride in Results and Growth |** UTSA is on a strong trajectory of success due to our growth, our Student Success Initiatives, our HSI status, and earning the Carnegie R1 distinction. Said one, "it feels like we're in a great place. It's a fun story to tell and market." Said another, "We are on a great trajectory." (x3)

Q2: What should UTSA do to achieve its imagined future?

1. **Engage External Audiences and Tighten Up Messaging |** UTSA's strategic planning refresh process is currently (too) inwardly focused and could be expanded to include external perspectives (e.g., legislators, external partners). There was an expressed concern that students may not understand the strategic plan and how it benefits them; more could be done around messaging to help them understand where UTSA is going and how it will benefit them. One person noted that UTSA should keep using platforms like UTSA Today to tell our story, celebrate accomplishments, and explain the value of being an R1 / HSI. (x15)

2. **Maintain our Current Infrastructure and Invest in Employees |** To achieve its destinations, said one, "the university should also continue to invest in its facilities and infrastructure, and it should work to attract and retain top faculty and staff." Said another, "we're not staffed for the growth we have experienced across the university" and "staff are getting tired." Without investments in our buildings, technology, and people, UTSA will fall short of its potential. Some noted that students are hyper-aware of differences between colleges/facilities. (x6)

3. **Clarify Implementation |** Said one, "The destinations are wonderful. It's in the execution and operationalization that things go apart." The refresh is perceived by many as a chance to "fine-tune" our execution, limit redundancies in our current strategic initiatives, and streamline operations. (x4)

Q3. As you think about our division, what is one thing that University Relations can do to help UTSA to reach its strategic destinations?

1. **Increase UTSA'S Bilingual and Spanish-language communications |** Related to the messaging discussion for Question 2, many saw an opportunity to better engage the local Hispanic community by adding bilingual and Spanish-language communications. Many agreed that this approach could be a differentiator and allow UTSA to deepen its connections with the community. Others noted that this would be a great goal and that there would be some operational challenges as translation is complex ("more complex than using Google Translate"). (x9)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Ensure that the Strategic Plan Remains a Living Document |** UTSA's strategic plan must be updated periodically to reflect changes in the university and the local environment, including changes in key government posts at the local, state, and national levels. (x2)

2. **Maintain Our Commitment and Identity as a Hispanic Serving Institution** | Many see being a Hispanic Serving Institution as a differentiator that really sets UTSA apart from other colleges and universities at the state and national levels. This might be emphasized by adding a destination to the model HSI or by creating a new department to promote and executive Hispanic Thriving-related initiatives. (x2)

Q5: How have the needs and expectations of our students, prospective students, parents, and employees changed since the strategic plan was developed in 2018?

1. **Expanded Influence of Social Media** | Since 2018, "people are digesting information online in digital formats or through social media." To keep up with the demand and to say relevant, University Relations needs more capacity - both people and funding. There was a request to add more equipment to improve storytelling and expand video/podcasting. (x10)

2. **Cost and Value Consciousness |** One said, "Now more than ever, families are looking for ROI from the university before they buy in and send their students. We have to demonstrate impact with greater clarity." To respond to that shift, UTSA could do a better job showcasing student successes, especially alumni post-graduate career successes in various industries. (x9)

3. **Increased Focus and Need for Mental Health Resources** | Post-pandemic, there is a more acute focus on providing mental health support for students and employees. Some noted that

employers need to be more sensitive to help employees feel "engaged" and have a "sense of community" in remote and hybrid work environments. (x5)

Q6: Where should UTSA put more of its time, resources, and attention to even further improve how we serve students, employees, the San Antonio community, and the region?

1. **Additional Personnel |** With more staff, "University Relations could tell the story better and reach more audiences," noting that the division still hasn't recovered from "past cuts." In addition to expanding the number of employees, staff noted the need for additional resources to perform their jobs effectively, such as cameras for video. (x9)

2. **Managing the Decentralized Nature of UTSA Communications |** Participants described some of the growing pains that UTSA is still working to resolve concerning the new structure of our communications personnel and offices. One challenge is that resources are going directly to the colleges, and the central university relations team feels undersupported/under resourced. The model has resulted in redundancies, duplication, and lack of coordination. (x3)

Q7: What, if any, work should be sunsetted to free ourselves to address our most pressing strategic needs?

1. **UTSA Should Prioritize Operational Efficiency |** UTSA should look for ways to streamline its "antiquated business processes." One person noted that the systems/processes "can't keep up with the speed at which we're expected to produce." Many supported the idea of shorter annual compliance training / moving the training to every other year, if possible. (x10)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (University Relations)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing	X	
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes | Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement	X	

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination	X	
New initiatives that UTSA should pursue to achieve one or more strategic destination		
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction	X	*
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it		
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT	X	
Improve Research Infrastructure (D2) | Can include resources and processes to make it easier for UTSA employees to pursue and implement grants		
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently	X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in the San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio	X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships or more		
Improve Safety (D3) | Concerns about safety for people, property, or systems		
Expansion of Online Programs | Calls to grow online degree programs or workforce credentials		
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)		
Additional Considerations for the Steering Committee		
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the vision, but about our plans to operationalize it.*	X	
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.	X	*
Athletics | Any references to Athletics and their role at UTSA.		
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, make continual improvement before taking on new projects	X	
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets		
Improve Communication | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making	X	*

University Technology Solutions: University Technology Solutions (Staff)

Date: 4/10/23
Time: 1:00 - 2:00 pm
Location: Virtual Only
Number of Attendees: 119

SUMMARY OF QUESTIONS DISCUSSED

Q1. What most inspires you about UTSA's future?

1. **Growth and Recent Investments |** A major source of inspiration is our growth as a university – this includes getting bigger, making investments in our downtown campus and other pieces of infrastructure, and gaining renown across and beyond San Antonio. Many are equally motivated because we still have "so much room to grow at the state the national level." (x13)

2. **Investments in Technology / the Unit |** Many reported being inspired by how much time, energy, and resources UTSA has invested in technology. Said one person, "The greater respect for the need for technology and the evidence of appreciation for UTS. Technology can help us grow our student population." (x6)

3. **Our People** | UTSA has a talented workforce, and a sense of purpose drives us; we have "momentum." This feeling inspires many of us to come to work daily. (x4)

Q2. What should UTSA do to achieve its imagined future?

1. **Make UTSA a Model Employer |** Building on the positive impact of the 2019 compensation study to bring staff up to market value pay, attendees believe that to achieve its three strategic destinations, UTSA must continue to "invest in its employees." Many believe that a multi-pronged approach must include ensuring competitive wages, adopting flexible/remote work arrangements, and being proactive in retaining employees. In addition, UTSA must fill vacant positions and ensure sufficient staging levels. (x97)

2. **Improve Operational Efficiency |** As it looks to close out the ten-year strategic plan, UTSA must continue to streamline operations and find ways to carry out projects efficiently. (x13)

3. **Enhance Infrastructure / Technology |** Second to our people, UTSA is only as strong as our networks, infrastructure, and software. We must invest in these core systems to maintain our growth. This can include AI programs and ServiceNow. (x9)

Q3. As you think about UTS, what is one thing that we can do to help UTSA to reach its strategic destinations?

1. **Rightsize Budgets and Projects |** Based on the previous question's themes, UTS should continue to advocate for competitive pay to recruit and retain talented employees. It is important that the division scopes projects/timelines that are realistic for the budgets and the number of employees–when the demands are too ambitious or unrealistic, morale drops. UTS must be at the table early in new initiatives so that technology needs/costs are factored in from the beginning; this includes grants/grant-funded projects. Many called on UTS to "actually execute the goals," and providing a sense of closure will help with that. (x32)

2. **Divisional Efforts to Support Employees |** In addition to university-wide employee recruitment and retention efforts, UTS could enhance how it supports employees. A few suggestions for improvement included improved onboarding and leadership development, doing a better job of documenting processes to ease training, promoting buy-in to strengthen divisional relationships, and developing a career ladder program build around skill matriculation and employee advancement. One person noted that a catered lunch from Rudy's BBQ never hurts. (x34)

3. **Adopt a Customer Service / User-Oriented Mindset |** Many called on UTS to take steps to "truly understand the needs of each department and how we can assist." Comments reflected a desire to engage with stakeholders, including students, earlier on in a project to ensure that users' perspectives were at the forefront of planning/decision-making and then. In addition, UTS should keep a customer service mindset and ensure that users get their needs met by application experts in a timely fashion. Kendra noted that it was a good time to conduct a student survey to ensure that their needs are getting met. (x24)

Q4. What else should the Strategic Plan Refresh Steering Committee keep in mind?

1. **Focus on Implementation |** As we close out the strategic plan, we should keep in mind that we are a busy university where many of us are currently overwhelmed/stressed/pulled in many directions. We must focus on implementation and ensure that we have sufficient resources for the needs, goals, and plans before we start them. We must keep people at the forefront of the organization. (x20)

2. **Maintain Stakeholder Involvement |** As UTSA pursues its destination, it is critical to keep stakeholders involved in planning discussions. (x7)

Q5. As you think about all UTSA has achieved, what are our greatest successes? What factors enabled this success? How might we leverage these factors for continued success?

1. **Embracing a Sense of Change During and After the Pandemic |** UTSA should be very proud of how well we have adapted to changes, both adopting a change management attitude to pivoting during the pandemic to support the needs of instructors and employees. Many

attributed this success to our great employees who are willing to innovate and have the necessary resources to make this happen. (x14)

2. **Student Success Wins |** One of UTSA's greatest successes is "reducing the length of time/number of semesters to graduation. Graduation rates bring funding from the legislature, so student success is essential. Our participation (UTS) creates excellent technology for our students." (x12)

Q6. What, if any, work should be sunsetted to prioritize our greatest strategic needs?

1. **Within UTS, several processes were suggested as opportunities to streamline operations and to be sunsetted:**
   a. Adopting chatbots/AI to help free up people's time
   b. sunsetting email as a business tool (x3)
   c. If we could get PeopleSoft to function more effectively (remove all of the disconnects and lack of function), time would be freed up for support staff/PE/BSCs. (x3)
   d. restructure our sql server databases (x2)
   e. move MariaDB/MySQL databases to Oracle or SQL Server so we can focus on, and be better at, 2 RDBMS systems instead of 3 (x6)
   f. Remove reporting from Appworx. (x11)
   g. Sunsetting "Email for Life" in favor of Research services and support (in line with Tier 1 Research University status). (x4)
   h. Reduce "custom" solutions and head towards baseline (x10)
   i. Not sunsetting but focusing on the Operational Excellence idea of establishing greater "shared services" of UTS with other university groups. Multiple instances of application support, technical support, project, and technology support that can be consolidated/streamlined. (x12)

COMMON THEMES FROM THE ALL-CAMPUS SURVEY (UTS Staff)

	Was this topic discussed by attendees?	
	Yes Discussed (at all)	Top 3
What works well with UTSA's current strategic destinations?		
Pride in Results | Excitement about what UTSA has accomplished in the last five years, can include descriptions of improvement, new facilities, overall growth, effective partnerships, quality leadership	X	
Student Success/Destination 1 | Any references to improved graduation/retention rates, college-based student success centers, streamlined policies, affordability, or improved experience (experiential learning)		
Clear, Worthy Goals | Praise for having three easy-to-remember strategic goals that are worth pursuing		
Growth as a Research University/Destination 2 | Pride in the growth of research enterprise, becoming R1/Tier One institution; Can include references to specific research partnerships or areas of emphasis	X	
Should UTSA revise or add a destination?		
No Changes	Statements that the strategic destinations are working and should not be changed		
Minor Changes Only | Statements to keep the destinations largely the same, but to change the wording for added emphasis in the rationale statement		

Add / Remove a Destination | Statements to add a new or "fourth" destination or to eliminate a current destination			
New initiatives that UTSA should pursue to achieve one or more strategic destination			
Make UTSA A Model Employer (D3) | Increase the size of the faculty/staff, improve employee wages, or other investments to improve employee satisfaction		X	*
SUBTHEME	**Improve Employee Satisfaction Through Engagement and Investment |**Recognizing the complexity of recruiting and retaining employees in a competitive market, UTSA should ensure that employees feel valued and have access to professional development, mentorship, and competitive benefits that recognize their contributions.	X	
SUBTHEME	**Address Wage Competitiveness |**UTSA should continue its strategic compensation plan, ensuring that employees are paid according to industry norms.	X	
SUBTHEME	**Streamline and Expedite Hiring Processes and Systems |** UTSA should prioritize reducing bureaucracy and speeding up the hiring process. The current process is perceived as cumbersome and interferes with hiring promising candidates.	X	
Refinements / Clarification to Destination 3 | Either the need to refine this destination or a specific proposal for how to improve it			
Maintain Our Current Infrastructure (D3) | Need to fund deferred maintenance to facilities and IT			
Improve Research Infrastructure (D2) | Added resources and processes to make it easier for UTSA employees to pursue and implement grants			
Improve Operational Efficiency (D3) | Streamline processes and systems to accomplish administrative tasks more effectively and efficiently		X	
Deepen Local Ties (D1, D2, D3) | Strengthen UTSA's partnerships and involvement in San Antonio, to include community outreach, economic development, or other efforts to improve San Antonio		X	
Enhancements to Help Graduates Find Jobs (D1) | Suggestions on how to prepare students and graduates to begin careers, including experiential learning, mentoring programs, partnerships, or other		X	
Improve Safety (D3) | Concerns about safety for people, property, or systems			
Expansion of Online Programs |Calls to grow online degree programs or workforce credentials			
Additional Support for Graduate Students (D1, D2) | References to improve services, funding, or opportunities for graduate students (either for the student's benefit or to support faculty research)			
Expand Resources | UTSA's strategic growth depends on increasing funding to expand operations to meet the current demand and to keep up with envisioned growth		X	*
Additional Considerations for the Steering Committee			
Clarify Strategic Plan Implementation | Any language about wanting to see a more detailed explanation of "how" and "when" UTSA will achieve its strategic goals, can include more communication or updates. *Not about the visio but about our plans to operationalize it.*		X	*
Hispanic-Serving / DEI Language | Any references to UTSA's activities related to DEI/being an H-S-I.			
Athletics | Any references to Athletics and their role at UTSA.			
Calls to Further Improve / Refine Work in Progress | Call to fully implement/operationalize current projects, mature them, and make continual improvements before taking on new projects			
Revise or Add Current Key Performance Metrics (KPIs) | Any suggestions to measure our success in a new way or to revise any of our current performance targets			
Improve Internal Communication / Collaboration | UTSA should continue to prioritize efforts for leaders to share updates and plans with members of the community; foster opportunities to engage stakeholders at all levels to seek feedback and participation in decision-making; continue to break down silos in how units work together			
Improve External Communication / Raise Visibility | UTSA should continue to promote/publicize its programs, services, or research with off-campus audiences and stakeholders			

APPENDIX

A VISION FOR UTSA'S STRATEGIC PLAN
2018-2028

In 2017, UTSA launched a strategic planning process to build on past success and chart the course for the coming **decade**. Approaching the halfway point, UTSA has made strides toward reaching **three strategic destinations**. It will take the aligned efforts of all divisions, colleges, and offices to achieve our bold vision for growth and transformation by 2028.

	DESTINATION ONE	DESTINATION TWO	DESTINATION THREE
	UTSA will be a model for student success	**UTSA will be a great public research university**	**UTSA will be an exemplar for strategic growth and innovative excellence**
Rationale Statement	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 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 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 align with members of the prestigious Association of American Universities. 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 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.
Strategic Initiatives	**15 Completed Initiatives** 7 In-Progress Initiatives • Student Success Center • Academic Success District • Classroom to Career Framework • 21st Century Learning Environments and Classroom Upgrades	**4 Completed Initiatives** 3 In-Progress Initiatives • Launched Klesse College Engineering and Integrated Design, the College for Health, Community and Policy, and the School of Data Science • Strategic Faculty Hiring Initiative • National Security Collaboration Center	**11 Completed Initiatives** 5 In-Progress Initiatives • Campus Master Plan • Implement an Incentivized Resource Management Budget Model • Roadrunner Athletics Center for Excellence • Be Bold Comprehensive Campaign
Progress To Date	Increase enrollment to 45,000 **Fall 2021 enrollment: 34,734** 75% of students graduate with experiential learning **Current rate: 47%**	Increase annual research expenditures to $300 million **$145M expenditures in 2021** Increase faculty to 2,000 **1,374 faculty as of 2021** Increase staff to 3,250 **2,432 staff as of 2021**	Increase annual budget to $1B **$711M budget as of 2021** Increase endowment value to $400M **$181M endowment as of 2021**

A VISION FOR UTSA'S STRATEGIC PLAN
2018-2028

" The refresh is our opportunity to come together as a Roadrunner community and amend our vision to continue our forward progress. "

— President Taylor Eighmy

UTSA's strategic plan was never intended to be a static vision. The mid-point is an opportune time to build on our momentum of success, celebrate our achievements to date, apply our lessons learned, adapt to a changing higher education landscape (indeed, a post-pandemic world), and align our resources to continue our trajectory of transformation.

Strategic Plan Refresh Steering Committee

The Strategic Plan Refresh Steering Committee, chaired by Provost and Senior Vice President for Academic Affairs, Dr. Kimberly Andrews Espy, will undertake an inclusive and transparent yearlong revision process.

Refreshing our strategic destinations, mission, vision, and values, peer models of excellence, and preparing an aligned long-range financial plan is a UT System requirement. President Eighmy will present the refreshed plan to the Regents in November 2023.

Stakeholder Voices Are Vital

In the spring of 2023, faculty, staff, and students can get involved by participating in a listening session in their division or college or by sharing feedback with shared governance groups or submitting written feedback through the online portal at **utsa.edu/strategicplan**.

UTSA'S MISSION, VISION AND CORE VALUES

VISION

To be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.

MISSION

UTSA is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. As an institution of access and excellence, UTSA embraces multicultural traditions, and serves as a center for intellectual and creative resources as well as a catalyst for socioeconomic development and the commercialization of intellectual property – for Texas, the nation and the world.

CORE VALUES

Integrity, Excellence, Inclusiveness, Respect, Collaboration, Innovation

Division	Session Name	# of Attendees	Pride in Results	Student Success/Destination 1	Growth as a Research University/Destination 2	Make UTSA A Model Employer (D3)	Refinements / Clarification to Destination 3	Maintain Our Current Infrastructure (D3)	Improve Research Infrastructure (D2)	Improve Operational Efficiency (D3)	Deepen Local Ties (D1, D2, D3)	Enhancements to Help Graduates Find Jobs (D1)	Improve Safety (D3)	Expansion of Online Programs	Additional Support for Graduate Students (D1, D2)	Expand Resources	Clarify Strategic Plan Implementation	Hispanic-Serving / DEI Language	Athletics	Calls to Further Improve / Refine Work in Progress	Revise or Add Current Key Performance Metrics (KPIs)	Improve Communication, Collaboration and Visibility
AA	Academic Innovation	43	★	✓		✓	★			✓	✓			✓		✓		✓			✓	★
AA	Academic Success	29	★	✓	✓	✓				✓	✓	★	✓	✓	✓		✓	✓		✓		★
AA	Academic Success (II)	20	✓	★	✓	✓				✓	✓					✓		★				★
AA	Alvarez College of Business	15	✓	✓	✓	★	✓	★	✓	✓	✓	✓		✓	★	✓	✓	✓		✓		✓
AA	COEHD	48				✓			✓	✓	✓	★		✓	✓	✓		★				✓
AA	COEHD (Student)	73	✓						★		★			✓		★		✓		✓	✓	✓
AA	COLFA	53	✓	✓	★	★			✓	✓	✓				✓	✓	✓	★		★		✓
AA	COLFA (II)	35				★		★		★						★						✓
AA	College of Sciences	48	✓	✓	✓	★		★	✓	✓	✓					✓		✓				★
AA	College of Sciences (Students)	34	✓					✓	★	✓	✓					★				✓		★
AA	Faculty Senate & Department Chairs Council	26		✓	✓	★			✓	✓	✓	✓				★	✓	✓				★
AA	Global Initiatives	27	✓		★	✓		★				✓		✓	★	✓						✓
AA	Global Initiatives	9	★	✓	✓	★		✓	✓					✓	✓					✓		✓
AA	Graduate School	24	✓	★	✓	✓			✓	✓	✓				★	✓		★	✓	✓		✓
AA	HCaP	80	✓	★	✓	★			★		✓			✓	✓	✓						✓
AA	HCaP (Students)	13		★				✓		✓	✓				✓	★		✓				★
AA	Honors College	12	✓	★							✓	✓				★	✓				✓	★
AA	Honors College (Students)	17	✓		★	✓					✓					★					✓	★
AA	Klesse College	80	✓		✓	★			✓					✓	✓	★				★		✓
AA	Klesse College (Students)	31	✓	✓	★	✓		✓	✓		✓	✓			★	✓				★		✓
AA	Libraries and Museums	68	✓	★	✓	✓		★		✓	✓	✓				★		✓		✓		✓
AA	Provost's Office	43	★	✓	✓	★	✓			✓	✓	✓					✓	✓		✓		★
AA	School of Data Science	19	★			✓		★				✓		✓		★	✓	✓	✓			✓
AA	Strategic Enrollment	156	★	✓	✓	★		✓		★	✓			✓	✓	✓		✓			✓	✓
AA	Strategic Enrollment (II)	40	✓	✓	✓	✓				✓				✓		✓				★		★
AA	Student Affairs	32	✓	✓		★					✓			✓		★			✓			✓
AA	Student Affairs	12	★	✓		★					✓	✓		✓		★		✓			✓	✓
AA	Student Affairs (Students)	17	✓	✓	✓	✓		★	✓	✓	✓			✓		✓	✓		✓			★
AA	Student Success	60	★	★	✓	✓			✓		✓			✓				✓			✓	★
AA	Student Success	27	✓	✓	✓	★		★		✓	✓	✓	✓	✓						✓		✓
AA	University College	15	✓	★		✓		★								✓	✓	✓		★		✓
AA	University College (II)	18	✓	★		✓		✓		✓						✓		✓		★		★
ATH	Athletics (Staff)	41	✓	✓	✓	★									★				✓	✓		★
ATH	Athletics (Coaches)	24	✓	✓		✓		★		★	✓								★	✓		✓
ATH	Athletics (Student)	3	★	✓				★								✓		✓	★			✓
BA	Administration and Operations	72	✓			★		★		✓	★	✓	✓				✓			✓		✓
BA	Campus Services	25		✓		★		★		✓		★	✓			✓				✓		✓
BA	Financial Affairs	78	✓			★				★						✓						★
BA	Public Safety	27	✓			★		★	✓	✓	★		✓			✓	✓			✓		✓
BA	ReCAP	105	★	✓	✓	★		★		✓	✓					✓				✓		✓
BA	Staff Senate	38	✓	✓	✓	★		✓	✓	★	✓					✓		✓		✓		★
REDKE	REDKE	127	✓	✓	✓	★		★	✓	✓	★	✓			✓	✓	✓	✓			✓	✓
REDKE	REDKE (Stakeholders)	14	✓	✓	★	✓			✓	✓	✓	✓			✓	✓	★	✓		★		
	Advancement and Alumni Relations	67	★	✓	✓	★	✓	✓	✓	✓	✓					★						
	Inclusive Excellence	10	✓		✓	★					✓					★		★	✓			✓
	President's Division	40	★		✓	★										✓						✓
	University Relations	34		✓	✓	★		✓									✓	★		✓		★
	University Technology Solutions	119	✓		✓	★				✓	✓					★	★					✓
	# of Times Discussed	2061	46	36	31	46	5	26	18	35	33	26	7	15	15	41	17	31	12	24	6	44
	# of Times this was in the Top 3 Themes		12	9	5	30	1	16	2	6	5	3	0	0	4	15	2	6	2	7	0	20

Legend:
✓ Item was Discussed
★ Item was one of the three most discussed themes in the session

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

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 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

Kasey Neece-Fielder
Associate Vice Provost for Strategic Planning and Assessment

Veronica Salazar
CFO & Senior Vice President, Business Affairs

Karl Miller-Lugo
Vice President, Advancement and Alumni 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 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
Dean, COEHD

Melissa Vito
Vice Provost, Academic Innovation

Steve Wilkerson
Associate Vice Provost, Institutional Research

Tammy J. Wyatt
Vice Provost, Student Success

René Zenteno
Chair, Faculty Senate

UTSA.