UTSA-SRPC Planning Retreat

Tuesday Morning
Break-out Sessions
Primary Objectives

- Review accomplishments
- Assess implementation progress
- Prioritize, revise, or eliminate unfinished tactics
- Suggest new tactics for existing strategies
- Propose new strategies with corresponding tactics
Expectations

- Initiatives will remain unchanged
- Existing strategies may be revised (slightly)
- New strategies may be proposed
- Tactics will be overhauled to reflect our current reality, both constraints and opportunities
## Performance Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2008</th>
<th>2010</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six-Year Graduation Rate</td>
<td>28.6%</td>
<td>26.3%</td>
<td>54%</td>
</tr>
<tr>
<td>% SCHs Taught by FT Faculty</td>
<td>69.5%</td>
<td>73.1%</td>
<td>85%</td>
</tr>
<tr>
<td>Total Research Expenditures</td>
<td>$34.6M</td>
<td>$48.7M</td>
<td>$100M</td>
</tr>
<tr>
<td>Doctoral Degrees Awarded/Year</td>
<td>61</td>
<td>60</td>
<td>150</td>
</tr>
<tr>
<td>Total Enrollment</td>
<td>28,413</td>
<td>30,258</td>
<td>30,000</td>
</tr>
<tr>
<td>% Minority Students (UG)</td>
<td>59%</td>
<td>63%</td>
<td>60%</td>
</tr>
<tr>
<td>% Minority Students (GR)</td>
<td>46%</td>
<td>45%</td>
<td>52%</td>
</tr>
<tr>
<td>% Students Receiving Financial Aid</td>
<td>65%</td>
<td>69%</td>
<td>70%</td>
</tr>
<tr>
<td>Average Grant Package</td>
<td>$4,164</td>
<td>$5,799</td>
<td>$10,500</td>
</tr>
<tr>
<td>Ratio of FTE Students to FTE Faculty</td>
<td>24</td>
<td>25</td>
<td>20.6</td>
</tr>
</tbody>
</table>
### Performance Metrics (cont.)

<table>
<thead>
<tr>
<th>Metric</th>
<th>2008</th>
<th>2010</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Non-degree Students Served</td>
<td>1250</td>
<td>2950</td>
<td>TBD</td>
</tr>
<tr>
<td>Economic Impact of UTSA</td>
<td>$1.2B</td>
<td>—</td>
<td>$1.5B</td>
</tr>
<tr>
<td>% Minority Faculty</td>
<td>34%</td>
<td>34%</td>
<td>45%</td>
</tr>
<tr>
<td>% Minority Administrators</td>
<td>38%</td>
<td>40%</td>
<td>45%</td>
</tr>
<tr>
<td>% Minority Staff</td>
<td>59%</td>
<td>56%</td>
<td>60%</td>
</tr>
<tr>
<td>Total GSF per FTE Student</td>
<td>159</td>
<td>191</td>
<td>200</td>
</tr>
<tr>
<td>Number of Gifts to University</td>
<td>5,586</td>
<td>8,825</td>
<td>12,500</td>
</tr>
<tr>
<td>Average Amount of Gifts to University</td>
<td>$1,766</td>
<td>$3,704</td>
<td>$3,200</td>
</tr>
<tr>
<td>Total Gifts Received</td>
<td>$9.8M</td>
<td>$32.7M</td>
<td>$40.0M</td>
</tr>
</tbody>
</table>
Changes in our Context

- U.S. and Texas state economy
- Higher Coordinating Board’s view on expanding number of doctoral programs
- Increased difficulty in obtaining approval for new programs (especially graduate)
- Rapid growth of UTSA and need for culture change
- Increased global affect
Changes in our Context

- Texas Emerging Research initiative/concept for Tier 1
- Availability of financial aid (both need based and non-need based) to attract top students
- Ability to continually increase tuition & fees to fund UTSA’s growth
- Increase in tuition exemptions (Hazelwood Legacy) for veterans
Changes in our Context

- Campus Master Plan
- New dining options
- Government/Legislature/Regents: Their focus on online/hybrid learning
- $10K degree
- Additional convenient parking (Fall 2012)
- Excitement about who is being admitted into UTSA
Changes in our Context

- Higher admissions standards
- General state of the Library (Learning Commons and Student Center for Academic Engagement)
- UT System—Regent priorities
- Texas A&M San Antonio
- Board of Regents restrictions on student travel to Mexico
Changes in our Context

- Created new Centers of Excellence
- San Antonio 2020 Goals (serving society and addressing city priorities)
- Board of Regents views on higher education
- Shortage of classroom and office space more severe than lack of research space
- Reaccredited by SACS; QEP project
Changes in our Context

- Federal compliance regulations and emphasis on accountability
- Legislated requirements for online posting
- CPS Energy grant and creation of TxSERI
- McKinney gift
- Initiation of football and change in conference affiliation
- New strategy for funding smaller buildings
Initiative A

Enriching Educational Experiences to Enable Student Success
### Secondary Performance Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2008</th>
<th>2010</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of Student FTE to Headcount</td>
<td>0.78</td>
<td>0.78</td>
<td>0.78</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>0.79</td>
<td>0.81</td>
<td>0.81</td>
</tr>
<tr>
<td>Master’s level</td>
<td>0.54</td>
<td>0.57</td>
<td>0.54</td>
</tr>
<tr>
<td>Doctoral level</td>
<td>0.81</td>
<td>0.80</td>
<td>0.82</td>
</tr>
<tr>
<td>CLA performance (Freshmen)</td>
<td>1096</td>
<td>1087</td>
<td>1140</td>
</tr>
<tr>
<td>CLA Writing (Freshmen)</td>
<td>1081</td>
<td>1191</td>
<td>1250</td>
</tr>
<tr>
<td>CLA performance (Seniors)</td>
<td>1185</td>
<td>1195</td>
<td>—</td>
</tr>
<tr>
<td>CLA Writing (Seniors)</td>
<td>1221</td>
<td>1267</td>
<td>—</td>
</tr>
<tr>
<td>NSSE Total Experience (Freshman)</td>
<td>78</td>
<td>83</td>
<td>80</td>
</tr>
<tr>
<td>Would Attend UTSA Again</td>
<td>65</td>
<td>82</td>
<td>70</td>
</tr>
<tr>
<td>NSSE Total Experience (Seniors)</td>
<td>79</td>
<td>81</td>
<td>85</td>
</tr>
<tr>
<td>Would Attend UTSA Again</td>
<td>73</td>
<td>78</td>
<td>80</td>
</tr>
<tr>
<td>Freshman-to-Sophomore Retention</td>
<td>59%</td>
<td>57%</td>
<td>70%</td>
</tr>
</tbody>
</table>
1. Improve Instruction of Courses

a) Expand number of full-time faculty

b) Improve teacher development training for instructors, including graduate assistants

c) Expand number of students receiving instruction in information literacy and library research methods

d) Improve the evaluation of teaching

e) Expand the use of technology to enhance instruction

f) Nurture and recognize outstanding teaching
2. Improve Student Advising

a) Improve coordination between the freshman advising center and the various college-based advising centers

b) Engage external evaluators to analyze and improve undergraduate advising system

c) Strategically increase the number of undergraduate advisors

d) Conduct an evaluation of the effectiveness of undergraduate orientation programs
3. Strengthen and Innovate Delivery of Curriculum

a) **Review and address curricular barriers to student success**

b) **Broaden the experiential learning opportunities for students through study abroad, research experiences, service learning, and internships**

c) **Enhance the educational experience** by
   - strengthening the periodic review process for each academic unit
   - reviewing and updating the core curriculum
   - strengthening and streamlining various major curricula
   - incorporating the three foundational themes and five areas of excellence throughout the curriculum
4. Enrich Campus Life Experience

a) **Assess student services programs for learning outcomes**

b) **Increase and enhance the retail services available on the three campuses**

c) **Complete the implementation of the UTSA Portal and use to improve internal communications across the three campuses**

d) **Increase student study spaces and available services in the library**
4. Enrich Campus Life Experience

e) Increase opportunities for student involvement and engagement through enhanced on-campus programming and freshman experience programs

f) Expand campus residential opportunities

g) Develop annual assessment of Student Services programs
Possible New Strategies

1. Focus on Freshman Year
2. Enhanced Use of Instructional Technology
3. Others?
Focus on Freshman Year

Recommendations of Task Force:

1. Block enrollment in freshman courses
2. Math and Writing— completed in first year
3. New Academic Inquiry course
4. Limited size for Writing, Academic Inquiry courses
5. Developmental courses immediately followed by college-level courses
6. Oversight and administration: University College
Initiative B

Serving Society Through Creativity, Expanded Research and Innovations
### Secondary Performance Metrics

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<td>0.57</td>
<td>0.54</td>
</tr>
<tr>
<td>Doctoral level</td>
<td>0.81</td>
<td>0.80</td>
<td>0.82</td>
</tr>
<tr>
<td>Percent Graduate Students</td>
<td>12%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>No. of Patents, Inventions, Disclosures</td>
<td>21</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>No. of Faculty w/Nat’l Awards</td>
<td>0</td>
<td>—</td>
<td>4</td>
</tr>
</tbody>
</table>
Research Expenditures

Total Research Expenditures, FY 2007, with "Look Ahead" to FY 2009
($ in millions)

Source: FY 2007 - Top American Research Universities; FY 2009 - National Science Foundation
Federal Research Support

Federal Research Expenditures, FY 2007, with "Look Ahead" to FY 2009
($ in millions)

Source: FY 2007 - Top American Research Universities; FY 2009 - National Science Foundation
Doctoral Degrees Awarded

Doctorates Granted, 2008

- UTA
- UTD
- UTEP
- UTSA
- North TX
- TX Tech
- UHouston
- UTAustin
- TAMU
- Rice

FY08 #100 public rank: 105
FY08 #50 public rank: 252
FY08 #1 public rank: 873

0 100 200 300 400 500 600 700 800 900 1,000
1. Expand Research and Scholarly Activities

a) Develop incentives and support for interdisciplinary/collaborative research

b) Develop faculty workload guidelines that promote scholarly activity while fulfilling UTSA’s educational mission

c) Review and re-structure academic units to facilitate research growth and graduate program development

d) Increase support for faculty and students to participate in professional activities that contribute to UTSA’s mission

e) Make strategic senior faculty appointments to stimulate research development and growth
2. Strengthen Graduate Programs

a) Develop guidelines for prioritizing the introduction of new graduate programs

b) Increase graduate student quality, diversity, and enrollment through aggressive recruitment and retention practices

c) Leverage partnerships to expand/enhance graduate programs
3. Expand and Optimize Research Space

a) Expand and improve availability of information in the appropriate format

b) Optimize research space utilization

c) Secure new research space
4. Develop Improved Research Processes, Policies, and Infrastructure

a) Provide education and training of administration, faculty, and staff in research issues

b) Improve alignment of internal distribution of F&A revenues to better support institutional research development needs

c) Provide adequate IT support for research computing, networking, visualization, and communication

d) Devise mechanisms to improve coordination of grants and contracts accounting with pre-proposal administration

e) Expand access to print and electronic information resources
5. Develop Research Agenda for the Five Areas of Excellence

a) Coordinate planning for graduate research with the five areas of excellence

b) Align college and department priorities to support the designated areas of excellence and reflect in new faculty appointments

c) Establish interdisciplinary centers/institutes to focus activity and funding in the designated areas of excellence
Initiative C

Promoting Access and Affordability
## Secondary Performance Metrics

<table>
<thead>
<tr>
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<td>70</td>
</tr>
<tr>
<td>NSSE Total Experience (Seniors)</td>
<td>79</td>
<td>81</td>
<td>85</td>
</tr>
<tr>
<td>Would Attend UTSA Again</td>
<td>73</td>
<td>78</td>
<td>80</td>
</tr>
<tr>
<td>Freshman-to-Sophomore Retention</td>
<td>59%</td>
<td>57%</td>
<td>70%</td>
</tr>
<tr>
<td>Percent Graduate Students</td>
<td>12%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>No. of Student Service-Learning Opps.</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
</tbody>
</table>
1. Develop an Enrollment Management Plan (EMP)

a) Explore alternative undergraduate enrollment strategies

b) Optimize graduate program enrollments and align resources

c) Revise, implement, and monitor the EMP based on analysis of undergraduate admissions criteria
2. Enhance UTSA Recruitment Efforts Within the EMP

a) Improve yield rate of accepted applicants to graduate programs

b) Adopt more proactive recruiting strategies:
   * target qualified UTSA undergrads for grad programs
   * develop recruitment pipelines from other institutions of higher education, including community colleges
   * expand recruitment of traditionally under-represented groups
   * improve marketing of advanced degrees to working professionals
   * expand international recruitment of students

c) Develop an integrated marketing plan focused on the EMP

d) Expand and strengthen P-20, city, and community organization partnerships to support enrollment management
3. Develop Admissions Standards Commensurate with Student Preparedness

a) Explore impact of UTSA admissions standards on student retention efforts

b) Develop alternative pathways for students to enter UTSA, including community college transfer programs

c) Adjust admissions standards to reflect qualifications commensurate with student success at a research institution
4. Increase Financial Aid and Scholarships to Support the EMP

a) Evolve current strategies for distributing undergraduate and graduate student financial aid

b) Expand on-campus employment opportunities for undergraduates through work-study, research, etc.

c) Implement fund raising campaign for scholarships, fellowships

d) Expand on-campus teaching opportunities for graduate students
Initiative D

Serving the Public Through Community Engagement
1. Develop UTSA’s Infrastructure to Support and Expand Public Service Efforts

a) Improve utilization of community services/resources
   * through UTSA Outreach Council, including inventory of UTSA public services
   * evaluate alignment with strategic priorities
   * recommend adjustment to mix of services
   * identify resource strategies and sources

b) Enhance communication tools for promoting community engagement activities

c) Improve recognition of service work conducted by faculty, students, and staff
   * create awards for outstanding public service achievements
   * Seek Carnegie Community Service classification
2. Expand Lifelong Learning Opportunities

a) Organize a robust central facilitating structure for all non-degree educational offerings

b) Organize professional development and lifelong learning offerings under appropriate colleges/departments to utilize internal expertise

c) Expand high quality lifelong learning for niche markets, from P-20 through end-of-life
3. Increase Student Engagement with the Community

a) Set a goal to establish incentives for UTSA students to engage in “signature experience” (e.g. community service learning, internships, study abroad, etc.) learning activities

b) Establish a clearinghouse to facilitate and increase partnerships with the community for “signature experiences”
4. Enhance Quality-of-Life Through Community Engagement

a) Implement a community engagement agenda on an annual basis

b) Raise profiles of UTSA intercollegiate athletics programs for enhancement of campus and community engagement

c) Promote economic development through partnerships with community agencies, businesses, educational institutions, and research facilities

d) Promote the arts and humanities in the community through hosting and promoting arts events

e) Promote sustainability throughout the university as a model for the community
Initiative E

Expanding Resources and Infrastructure
Secondary Performance Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2008</th>
<th>2010</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space Utilization*: Classroom</td>
<td>43.8</td>
<td>41.6</td>
<td>40</td>
</tr>
<tr>
<td>Space Utilization*: Laboratory</td>
<td>31</td>
<td>28.6</td>
<td>30</td>
</tr>
<tr>
<td>Alumni Giving (number)</td>
<td>3,400</td>
<td>4,302</td>
<td>12,500</td>
</tr>
<tr>
<td>Alumni Giving (percent)</td>
<td>6.2%</td>
<td>6.1%</td>
<td>11%</td>
</tr>
<tr>
<td>Market Value of Endowment</td>
<td>$53.8M</td>
<td>$60.3M</td>
<td>$120M</td>
</tr>
</tbody>
</table>

*Defined as Average Weekly Hours Used (THECB)
University Endowments

Endowment Assets, 2008
($ in millions)

FY08 #100 public rank
$184 M
FY08 #50 public rank
$526 M
FY08 #1 public rank
$7.6 B

UTA $61
UTD $251
UTEP $151
UTSA $54
North TX $90
TX Tech $589
UHouston $597
UTAustin
TAMU $6,260
Rice $4,610
Annual Gifts Received

Annual Giving, 2008
($ in millions)

FY08 #1 public rank
FY08 #50 public rank
FY08 #100 public rank

UTA $6
UTD $19
UTEP $21
UTSA $11
North TX $18
TX Tech $61
UHouston $61
UTAustin $86
TAMU $207
Rice $283

$26 M
$77 M
$457 M

$0 $50 $100 $150 $200 $250 $300
Funding Gap per FTE Student
2008 Data

2008 Funding Gap per FTE
Compared to Rank #100 Public

<table>
<thead>
<tr>
<th>University</th>
<th>Funding Gap per FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTA</td>
<td>$6,948</td>
</tr>
<tr>
<td>UTD</td>
<td>$3,672</td>
</tr>
<tr>
<td>UTEP</td>
<td>$9,119</td>
</tr>
<tr>
<td>UTSA</td>
<td>$7,819</td>
</tr>
</tbody>
</table>

- State Appropriations
- Tuition & Fees
Projected Total Funding Gap

Total Funding Gap 2008 and Projected 2020
Compared to Rank #100 Public
($ in millions)

- UTA: $139
- UTD: $122
- UTEP: $45
- $48
- $208
- UTSA: $180
- $251

Millions
1. Optimize, Expand, and Enhance Space

a) Renovate the library to improve student study spaces and expand the collections space

b) Establish a comprehensive space utilization policy to improve efficiency

c) Align the campus master plan with the strategic plan

d) Upgrade and expand space, with classrooms, class-labs, office space, and library as high initial priorities

e) Identify courses with the capacity to incorporate distance technology and initiate a pilot program

f) Establish a building development process
2. Develop and Align Budgetary Resources

a) Conduct a communications and marketing campaign

b) Develop and execute UTSA’s first comprehensive capital campaign

c) Implement strategies to optimize formula funding

d) Increase and optimize use of sponsored program funds
2. Develop and Align Budgetary Resources (cont.)

e) Develop appropriate culture and support to successfully commercialize intellectual property.

f) Optimize auxiliary services to meet the needs of the university.

g) Establish non-profit enterprises to facilitate entrepreneurial activities and public-private partnerships.
3. Recruit, Develop, and Retain Faculty and Staff

a) Improve faculty search policies and practices to facilitate earlier offers and encourage diverse hiring

b) Develop NTT faculty career ladders

c) Develop additional classified staff career ladders

d) Develop succession plans for all key position and support leadership development for faculty and staff
3. Recruit, Develop, and Retain Faculty and Staff (cont.)

e) Address faculty and staff compensation issues, including compression and cost-of-living adjustments

f) Develop and maintain a more rigorous annual review process

g) Develop a staffing strategy for the university
4. Improve and Streamline Administrative Processes

a) **Link the strategic planning and budget planning processes**

b) **Review key business policies and procedures, incorporating feedback from end-users and cross-functional units**

c) **Improve internal communication to improve operations and understanding of decision processes**

d) **Promote service-oriented organization culture, administrative processes, and structure through incentives and rewards**