A SHARED VISION

UTSA 2016

THE UNIVERSITY OF TEXAS AT SAN ANTONIO
Dear friends and colleagues:

I am pleased to present to you UTSA 2016, the strategic plan for The University of Texas at San Antonio for 2007 to 2016. The plan was created through an 18-month process involving faculty, students, staff, alumni, community leaders, and others committed to helping UTSA become a premier public research institution. Our intention was to develop an ambitious agenda to take us through the next decade as we work to provide access to excellence in higher education in an increasingly competitive and global knowledge-based economy. We feel this document achieves that goal.

Already, our University is home to many areas of excellence in education, research, and public outreach, but it is imperative that UTSA have an integrated strategic framework to guide us as we make important decisions that will shape the future of our institution and the communities we serve. This plan presents specific strategic initiatives to help us take UTSA to higher levels of excellence.

UTSA 2016 sets forth plans to enrich educational experiences and enable higher levels of student success at both the undergraduate and graduate levels, while promoting access and affordability within the state’s Closing the Gaps goals. While we work to educate more students, the strategic plan aligns programs and services to improve graduation rates and learning outcomes.

This plan also charts a course to expand research and creative endeavors at UTSA, while acknowledging the importance of cross-organization collaborations with other educational institutions and businesses. Over the next 10 years, we will use this plan to expand our efforts to serve our constituents through public service and community engagement.

Finally, UTSA 2016 recognizes the need to expand available human and capital resources necessary to successfully achieve our vision, and sets long-term targets and metrics of progress and success in all critical areas as we meet these vital challenges.

With your help, The University of Texas at San Antonio is well on its way to becoming one of the premier public research universities in Texas. The next 10 years are crucial as we redefine the educational landscape of our great state, and I am confident that with your continued support we will succeed.

Ricardo Romo
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INTRODUCTION

The University of Texas at San Antonio Strategic Plan, UTSA 2016, presents a shared vision of our University as a premier public research university, generating world-class research, providing access to educational excellence, and preparing leaders for the global environment in order to enhance our economy and promote the quality of our lives.

A premier research institution excels not only in research, but also in teaching and learning, community engagement and public service. The plan builds on our history and articulates and incorporates the unique advantages we enjoy while acknowledging the challenges we face. Our plan outlines the initiatives we will pursue to achieve our vision while adhering to our core values. This vision will be realized by building on a commonality of purpose, a shared sense of responsibility for the University’s future, and a profound respect for the communities we serve.

We are committed to five strategic initiatives:

- Enriching Educational Experiences to Enable Student Success
- Serving Society through Creativity, Expanded Research, and Innovations
- Promoting Access and Affordability
- Serving the Public through Community Engagement
- Expanding Resources and Infrastructure.

Underpinning these initiatives are three foundational themes—building programs that meet the needs of a global society, promoting diversity, and fostering transformative leadership. In addressing these themes we draw on five areas of collaborative excellence—health, security, energy and environment, human and social development, and sustainability. We support these initiatives through a commitment to action and accountability.
2 UTSA PAST AND PRESENT
UTSA PAST AND PRESENT

Founded by the Texas Legislature in 1969 to be a “university of the first class,”
The University of Texas at San Antonio has exceeded all expectations, becoming one of the largest, most diverse public universities in Texas and the second-largest university in The University of Texas System.

This success is enriched by UTSA embracing its role as a Hispanic- and Minority-Serving Institution. UTSA offers academic programs and services at three campuses: the 1604 Campus, the Downtown Campus, and the Institute of Texan Cultures. It is home to San Antonio’s only NCAA Division I sports program. UTSA’s many programs provide access and opportunity for large numbers of historically underserved students, many of whom are the first in their families to attend a university.

UTSA is located in South Texas, one of the most rapidly growing regions in the nation, and in a city that has a national and international reputation for excellence in health care, national security, technology, the arts, and education. In addition, there has been dramatic growth in the number of new industries moving into the area. Within this context, UTSA plays a critical role by providing the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing society, locally as well as nationally and globally. UTSA has achieved remarkable success over its relatively brief history and has developed a greater capacity to meet its responsibility for contributing to the communities it serves.
3 UTSA IN 2016
UTSA IN 2016

In 2016, The University of Texas at San Antonio will be well on its way to becoming one of the preeminent public research universities in Texas, drawing national and international recognition as a leader in research, education, and public service. Known for its commitment to the advancement of knowledge, UTSA will be a leader in developing innovative partnerships responsible for the distribution of new ideas and creative endeavors that will improve the lives of citizenry around the world.

UTSA’s campuses will enroll 35,000 students from throughout the nation and more than 100 countries. Through partnerships with other educational institutions, UTSA will continue to be a leader in achieving enrollment increases to meet the needs of the state’s plan for higher education, Closing the Gaps. The institution’s student population will mirror the population of the region, while continuing to be a national leader in graduating Hispanics in degree programs such as biology, business, engineering, social sciences, education, and architecture.

A diverse community that continues to be committed to the highest levels of scholarship and discovery, UTSA’s faculty will be recognized for intellectual achievements in their disciplines. Financed with public and private funds, new classrooms and academic space will support cutting-edge research in biology, aging, information assurance and security, emerging technologies, transportation, infectious diseases, and water resource management. Cross-institutional and public/private collaborations will contribute to the University’s tradition of innovation, particularly in critical areas of science, technology, and engineering. Global partnerships with other institutions will prepare graduates to contribute to the country’s economic competitiveness and national security.

UTSA faculty and students will continue to be recognized for their contributions to the cultural life of the region and the nation, producing literature, music, art, and architecture that enrich society. Artists and musicians at the University will exhibit and perform locally, nationally, and internationally—while the public will regard UTSA’s campuses as homes to outstanding artists, artwork, and cultural events. Facilities at UTSA will include expanded venues to showcase University performances and convocations, much of which will be supported by private funds.

A growing number of UTSA students will live on or near the campuses, taking part in expanded social and recreational activities—including nationally recognized athletics programs. UTSA students will use cutting-edge technology both in and out of the classroom to gain access to additional educational resources. Joint matriculation agreements with local and regional community colleges will better prepare students for success at UTSA, where faculty and administrators will work with other educational providers to improve public education in Texas and the nation.

Increasingly recognized as a leader in higher education and public service, UTSA will ensure the public’s trust as the institution continually aligns resources with initiatives to support the University’s mission as one of the nation’s premier public research universities.
4 MISSION, VISION, AND CORE VALUES
MISSION, VISION, AND CORE VALUES

UTSA’s mission, vision, and core values statements reflect the purpose of our institution (Mission), what we aspire to be (Vision), and the guiding principles that we will use to reach our goals (Core Values).

MISSION STATEMENT

The University of Texas at San Antonio 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, serving as a center for intellectual and creative resources as well as a catalyst for socioeconomic development—for Texas, the nation, and the world.

VISION STATEMENT

To be a premier public research university, providing access to educational excellence and preparing citizen leaders for the global environment.

CORE VALUES

We encourage an environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered.

UTSA’s core values reflect how we have pursued our plan as well as how we will fulfill our mission and realize our vision. Each value reflects rich, shared meaning:

INTEGRITY: adhering to a standard of core values at UTSA and ensuring that one acts in a fair and ethical fashion.

EXCELLENCE: commitment to delivering consistently high-quality service, teaching, and research through superior performance.

INCLUSIVENESS: fostering diversity and providing access to educational and socioeconomic opportunities for all—regardless of individual backgrounds and philosophies.

RESPECT: treating others with civility and openness, recognizing the dignity inherent in each individual.

COLLABORATION: working with others toward common goals while valuing teamwork, participation, and commitment to public service.

INNOVATION: encouraging ingenuity, creativity, and discovery.
5 STRATEGIC ADVANTAGES
STRATEGIC ADVANTAGES

As the largest public university in South Texas, UTSA is recognized as a leader in educating and empowering its students. UTSA possesses a rich set of advantages that provide a foundation for us to address our strategic initiatives.

These include:

- Our location in a region with a vibrant multicultural population and a dynamic growing economy that capitalizes on its proximity to Mexico
- The integration, cooperation, and enthusiasm among all components of the University and across all three campuses—a downtown campus providing programs that take advantage of San Antonio’s urban setting; a large, suburban campus anchoring community growth; the Institute of Texan Cultures preserving and promoting the rich cultural heritage of the state
- A Hispanic- and Minority-Serving Institution noted for its contribution to the education of Hispanic students and for practically addressing multicultural issues facing the nation
- The wide range of experiences and diversity of ages, languages, and ethnicities of our students, staff, and faculty
- Rapid growth that provides opportunities for positive change and for building a unique university
- Recognition as a quality university of choice by our students
- Significant increase in number of faculty recognized for intellectual achievements in their fields
- Areas of multidisciplinary interest and expertise ranging across all of our colleges
- A common vision of student success and academic excellence that unites the UTSA community
- A large and talented alumni base actively involved and offering long-term potential for greater engagement and support of the University
- The enthusiastic support from The University of Texas System, state agencies, private corporations, and the local community
- Opportunity to collaborate with San Antonio’s numerous military and security organizations and entities such as Southwest Research Institute and the Southwest Biomedical Research Foundation
- Opportunity to collaborate with UT Health Science Center and other health care entities
- International corporations headquartered in San Antonio.
6 STRATEGIC CHALLENGES
STRATEGIC CHALLENGES

While we possess numerous strategic advantages, for UTSA to succeed in reaching our goals it is crucial that we also recognize and meet the challenges we face.

- As a young university, UTSA is still developing the infrastructure and expertise necessary to achieve status at the level of a mature research university.

- Our remarkable growth requires that we adjust rapidly to changes in our culture and immediately locate funding and support for additional facilities, faculty, and staff. We must define our future role and goals and determine our future needs while catching up to our record-breaking growth.

- To become nationally and internationally respected, and to retain and attract high-quality faculty, students, researchers, and sources of support, we must increase research opportunities, productivity, and funding. We must build superb teaching and research facilities with state-of-the-art technology and effective electronic communications systems.

- UTSA must increase our support for both undergraduate and graduate students, improve student success and graduation rates, and expand our global focus and linkages. Our students’ preparation as future leaders must be demonstrable and measurable.

- UTSA must create an equitable balance among our disciplines, including sciences, technology, engineering, and mathematics (STEM), to provide the technological knowledge base and innovation that enrich our society and quality of life.

- We must build a comprehensive marketing plan that promotes our accomplishments and contributions, shares our goals for the future, excites the public, ignites the interest and fosters the support of our government and business partners—locally, statewide, and nationally—and establishes us as an institution with a global perspective.

- We must nurture outstanding leadership and build consensus by emphasizing service excellence across the University, defining clear standards of accountability, establishing and prioritizing objectives for meeting those standards, and creating a viable means for assessing progress toward our strategic initiatives.
7 STRATEGIC INITIATIVES AND GOALS
STRATEGIC INITIATIVES AND GOALS

In order to meet our vision and fulfill our mission, The University of Texas at San Antonio is committed to pursuing five strategic initiatives, encompassing more than 30 goals. All of the initiatives will demand the collaborative work of the entire university community. Three foundational themes underpin these initiatives, and five areas for collaborative excellence are identified to guide our efforts.

FOUNDATIONAL THEMES OF THE UTSA EXPERIENCE

The three themes woven throughout the strategic initiatives provide a foundation for the UTSA experience. They represent skills and perspectives that we offer every member of our community.

Promoting diversity is a philosophical position that calls attention to the ways that individuals and social or cultural groups within a larger society view the world, express themselves, and relate to each other, and the intellectual and moral obligation of a society to understand and value differences among its members.

Globalization—the unfolding process of linkage among the world’s peoples, societies, and economies, transcending regional and national boundaries—directs us to prepare our university community members with the technological, communicative, social, and cultural knowledge and skills, as well as the practical experience, that will equip them to lead and succeed in an ever more intensively connected world.

Transformative leadership is guidance marked by critical thinking, analytical and reflective evaluation, and the ability to effect positive change. This theme should be cultivated in the endeavors of our faculty and staff as well as in the educational experience of all our graduates through their coursework and their university experiences.

AREAS OF COLLABORATIVE EXCELLENCE

The five areas of collaborative excellence represent areas in which the University is further developing expertise and activities. While not restricting academic endeavors in unrelated areas, they provide interdisciplinary research and educational opportunities and expanded strategic alliances with external partners, both public and private. These areas take on different facets within different disciplines. It is the combination of views that provides the fullest examination of the issues and provides the most potential for finding solutions.

HEALTH: The biomedical knowledge, technology, human resources, education, and policies needed for the maintenance and improvement of health, including fighting disease and the adverse effects of aging, are of critical importance in our global society.

SECURITY: A pervasive concern for security that has broad implications in today’s rapidly changing world demands the knowledge, technology, resources, and policies necessary to ensure a safe environment for individuals, communities, and businesses.

ENERGY AND ENVIRONMENT: The challenges of ensuring the future availability of energy resources and a clean environment on a global basis while nurturing productivity require technologies, policies, and education.

HUMAN AND SOCIAL DEVELOPMENT: Holistic exploration of human and social development through education, economic and policy development, technology, the arts and humanities, and the sciences fosters discoveries that nourish both individuals and society.

SUSTAINABILITY: While facing the demands of our rapidly changing world, we must address issues of sustainability—the importance of preserving our resources, infrastructure, and heritage for future generations, while ensuring their present availability for all people.
UTSA’s mission statement notes that we are dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement and public service. Our students are the reason for our existence and the ultimate symbol of our success. We are committed to providing students with a university experience that develops the whole person—academically, socially, and personally. To achieve the status of a premier public research university, we must remain committed to student success at both the undergraduate and graduate level, providing a rigorous educational environment with the academic and other support services. To prepare our graduates to meet the challenges faced by future citizen leaders, we must offer our students opportunities to develop the awareness and skill sets needed to compete in a global environment. Our programs, services, and policies are developed to create a sense of place and belonging within a diverse educational environment that offers our students opportunities to engage the campus, local, and global communities. Together these concerted efforts will significantly improve our graduation rates and contribute to Texas’ degree-attainment goals set forth in Closing the Gaps by 2015: The Texas Higher Education Plan. UTSA has developed six goals to offer enriching educational experiences to enable student success.

**GOAL 1**
Improve student success by strengthening and enhancing undergraduate and graduate educational experiences to increase graduation rates and other measures of student success and learning.

**GOAL 2**
Enhance the educational experience by infusing into our programs the three themes that underpin student success: building programs that meet the needs of a global society, promoting diversity, and fostering transformative leadership.

**GOAL 3**
Develop multidisciplinary and experiential learning opportunities, including research and internships, consistent with the five collaborative areas of excellence in both our undergraduate and graduate programs.

**GOAL 4**
Reduce identified barriers to student success and promote student realization of academic and professional goals as well as personal and social development by aligning our programs, services, and policies.

**GOAL 5**
Support student success by offering a broad array of opportunities for engagement in campus life, including a diverse range of student organizations, intramural and intercollegiate sports, on-campus employment, student governance, cultural and entertainment events, and service to the community.

**GOAL 6**
Integrate global perspectives as an integral part of academic programs, including specific courses and applied experiences, such as study-abroad and exchange programs.
UTSA is dedicated to the advancement of knowledge through research and discovery. Success in this endeavor is essential for providing the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing global society. Sharing discoveries through publications, presentations, performances, exhibits, and other creative outlets is critical to fulfilling our role as a premier research university. Building upon a broad research base, five areas of collaborative research excellence will provide UTSA with expanding opportunities for multifaceted research and interdisciplinary research collaborations:

- Health
- Security
- Energy and Environment
- Sustainability
- Human and Social Development.

Additionally, UTSA will maintain a supportive and proactive environment for the development of the institution’s research enterprise and other creative endeavors. UTSA has established five goals to advance its research mission.

**GOAL 1**
Create a vibrant research culture by engaging undergraduate and graduate students, faculty, and staff in research, and providing the campus community with incentives and the infrastructure needed for success in this arena.

**GOAL 2**
Increase annual research expenditures on a consistent basis through the strategic hiring of quality faculty, supporting the five collaborative research areas, encouraging multidisciplinary work, and streamlining infrastructure.

**GOAL 3**
Become a premier research university by developing and sustaining high-quality doctoral programs consistent with the five key research areas and the strategic expansion of the current programs.

**GOAL 4**
Generate knowledge and innovations for societal benefit through collaborations with both public- and private-sector partners at the local, national, and international levels.

**GOAL 5**
Pursue research leading to intellectual property commercialization so that scientific breakthroughs and innovations can be transformed into useful technologies and made available to the global community.
STRATEGIC INITIATIVE III:
Promoting Access and Affordability

The University of Texas at San Antonio values its role in promoting access and affordability. Texas and the nation face enormous challenges to enhance educational opportunities for our citizens. Promoting access helps to develop an educated citizenry that will benefit from the opportunities and contribute to the goals of the changing global environment. The enrollment growth experienced by UTSA during this decade has necessitated planning for future growth to enable the University to reach its expectations for educational and student development programming, graduation rates, and research contributions, while maintaining affordable access. UTSA has established three goals to foster access and affordability.

GOAL 1
Create and market an enrollment plan that promotes student success and supports the goals of Texas’ Closing the Gaps initiative. The enrollment plan will include student recruitment and financial aid strategies to meet the goals of access and affordability.

GOAL 2
Develop partnerships with families, schools, community colleges, and communities that facilitate a collaborative teaching, learning, service, and research environment and communicate to learners the pathways toward their educational and career goals.

GOAL 3
Refine policies and expand programs for student financial aid to help qualified students gain and maintain access to a high-quality, affordable education.
Community engagement at UTSA is the active involvement of the university community through its faculty, staff, students, and alumni in strategic partnerships with the broader community to enrich learning and research, to prepare engaged citizens, and to contribute to the public good. Community engagement values a culture of openness and access, creating value and improved quality of life, active communication and collaboration with community stakeholders, and positive constituent services at all levels. Engagement initiatives work to transform the lives of individuals and communities through active involvement with UTSA’s stakeholders by building relationships, conducting dialogue focused on common goals, and extending university knowledge, resources and expertise that contribute toward the advancement of society. Five goals address engagement with our communities.

**GOAL 1**
Develop community partnerships to provide quality, accessible, and lifelong learning, including programs such as P–20 (preschool through graduate education) outreach; service learning; science, technology, engineering and math (STEM) initiatives; executive and entrepreneurship education; and extended education.

**GOAL 2**
Engage community employers through dialogue, internships, and other cooperative learning experiences to ensure that UTSA graduates are prepared to enter the future workforce and play leadership roles in the globally competitive knowledge economy.

**GOAL 3**
Stimulate social and economic development through activities such as outreach, service, and collaborative research and commercialization programs that respond to community needs and align with the UTSA mission.

**GOAL 4**
Develop a rich and vibrant culture in the arts and humanities that will expand the community’s awareness and appreciation of the human condition, our history and cultures, and aesthetic awareness through an active community program of visual arts exhibitions, debates, discussions, and theatrical and musical performances; preserve and present our history through the Institute of Texan Cultures.

**GOAL 5**
Enhance the local community’s global role by serving as a resource for sharing global understanding and perspectives such as linkages with our international exchange student programs, international faculty, and global research activities.
STRATEGIC INITIATIVE V:
Expanding Resources and Infrastructure

To become a premier public research university, UTSA must expand and align its resources with its mission and vision. To meet this challenge, UTSA must pursue innovative resource utilization and development strategies consonant with best practices of premier research institutions nationwide. This will foster an environment that provides adequate resources to nurture learning through research and scholarship. Evolution toward our future profile of people, culture and processes, infrastructure, revenue mix, and global capabilities will be addressed through the following five goals.

GOAL 1
Retain and recruit faculty and staff who are committed to our vision, mission, and values, and who diligently contribute to excellence.

GOAL 2
Create an organizational culture, administrative processes, and structure that value and promote productivity, while optimizing both the utilization of existing resources and the generation of new resources.

GOAL 3
Provide the physical infrastructure—buildings, classrooms, laboratories, studios, and libraries—that will allow us to support the work of our faculty and staff, and to serve our students in alignment with the University’s Master Plan.

GOAL 4
Increase and optimize the revenue mix beyond the traditional sources of tuition and fees and state support through expansion of resources such as sponsored projects and research, gifts and endowments, scholarships, auxiliary services, partnerships, and entrepreneurship opportunities.

GOAL 5
Ensure that administrative processes and technology are aligned to efficiently enable faculty, staff, and students to act globally and access international resources appropriate to their discipline.
KEY INDICATORS

The following metrics will serve as indicators of UTSA’s progress in achieving its vision and meeting its strategic goals. Each indicator will have associated targets and will be benchmarked against past performance as well as peer institution performance as applicable.

STRATEGIC INITIATIVE I:
Enriching Educational Experiences to Enable Student Success
- Undergraduate, master’s, and doctoral graduation rates by ethnicity and gender
- Number and percent of students participating in courses, programs, or activities associated with the foundational themes

STRATEGIC INITIATIVE II:
Serving Society through Creativity, Expanded Research, and Innovations
- Research expenditures and sponsored revenue
- Innovative activities (patents, invention disclosures)
- Scholarly activity (publications, creative works and exhibits, etc.)

STRATEGIC INITIATIVE III:
Ensuring Access and Affordability
- Enrollment by level, ethnicity, and gender
- Cost of attendance
- Student financial aid: scholarships, fellowships, and grants

STRATEGIC INITIATIVE IV:
Serving the Public through Community Engagement
- Number of UTSA public-service beneficiaries and active partnerships
- Number of student service-learning opportunities offered
- Number of programs and products developed with community collaboration
- Impact of UTSA public-service activities and economic impact

STRATEGIC INITIATIVE V:
Expanding Resources and Infrastructure
- Numbers of faculty and staff, including retention rates
- Space adequacy
- Student-to-faculty ratio
- Instructional expenditures per student
- Annual dollar amount and number of gifts to the University
- Alumni giving (annual dollar amount and number giving annually)
- Market value of endowments
- Total operational budget by source

The following metrics will serve as indicators of UTSA’s progress in achieving its vision and meeting its strategic goals. Each indicator will have associated targets and will be benchmarked against past performance as well as peer institution performance as applicable.
9 CALL TO ACTION AND ACCOUNTABILITY
CALL TO ACTION AND ACCOUNTABILITY

For our UTSA 2016 Strategic Plan to be successful, we must follow through to incorporate the strategic initiatives into our everyday management, operations, and decision making.

The intent of UTSA is to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion. This approach will transform the institution from our present reality toward realization of our future vision. Thus, we will become a catalyst and crucible for change, inviting and involving all stakeholders to the table as contributors as well as beneficiaries. This approach reflects the notion of citizenship imbedded in our statements of mission, vision, and core values. Citizenship in its truest sense involves a shared responsibility and contribution to the welfare of our entire community.

IMPLEMENTATION

An implementation process that will ensure that the strategic plan is carried out effectively is critical to our success.

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IMPLEMENTATION continued

We must integrate UTSA 2016 into our operational planning (unit-level plans and compacts).

Team 2016, an oversight committee representing various UTSA constituencies, will act as a clearinghouse to communicate strategic direction and promote optimum alignment of our current operations and new initiatives with the 2016 plan. Team 2016 will be representative of the university community and will act in an advisory capacity, brokering information and coordinating initiatives throughout the University, monitoring progress and key metrics, and providing communication and transparency to the planning process.

Delegated authorities and decision making, however, will remain as assigned by the Campus Management and Operations (CMO), to empower all units with responsibility to determine implementation of their respective parts of the plan. CMO retains the ultimate authority to evaluate and approve unit plans in terms of their alignment and extent of contributions toward fulfillment of our UTSA 2016 direction and fidelity to our mission, vision, and values.

We must integrate UTSA 2016 as the guide for our budget process.

The Strategic Plan framework will be applied to examine whether current and new resource allocations appropriately reflect our priorities through a transparent, interactive process. Budget proposals will be evaluated according to how well they align with the plan and to what degree initiatives advance fulfillment of the UTSA strategic direction. Further dialogue is needed to shift resource allocation approaches to this new model, while fully considering existing commitments and realistic expectations for growth.

We must participate in ongoing revision and modification of the plan.

Monitoring of progress toward goals and improvements per key high-level metrics will guide the evaluation and plan revision process. Team 2016 will routinely collect and publicly disseminate this information as a “dashboard report” showing how we are closing the gaps between current and desired status.

CMO can respond with changes to approach, resources deployment, and shifting conditions over time where plan modifications are needed. Team 2016 will advise in this process, coordinate any special task force projects, and manage an annual Strategic Retreat for broad participation and commitment on annual plan updates.

We must develop an organizational structure to support the plan and assign responsibilities.

Team 2016 will be housed and managed through the Office of the Vice Provost for Accountability and Institutional Effectiveness. It will be broadly representative of the university community and advisory to all levels, while maintaining a high degree of transparency and participation in the planning process to promote optimum alignment of the university organization toward a set of common goals.

ACCOUNTABILITY

In order for the plan to work, the University must ensure that an effective system involving both communication and assessment is established and maintained.

COMMUNICATION

We must develop an institutional communication system to inform the internal and external community about UTSA’s fidelity to its announced mission and progress toward its vision. Routine reporting of metrics on our goals will be a standard part of the CMO’s and Deans’ meeting schedules. Every month there will be a report on one of the initiatives. The report will include progress (metric review) and issues. Twice a year, progress on all initiatives will be reported to and reviewed by the Executive Leadership Council. UTSA’s President will present an annual public “State of UTSA” address, to be accompanied by ongoing public relations activities.

To facilitate external communications, a public Web site will be established that contains our goals, specific metrics, and progress toward the goals. As a result of our internal system and the public Web site, the university community will be able to assess our progress, and senior leaders will have regular opportunities to discuss and adjust our initiatives as needed.

MARKETING UTSA

Telling the UTSA story and sharing our 2016 vision are essential to attract top students, faculty, research sponsors, and resource contributors and to gain optimal buy-in from all UTSA’s community and state stakeholders. Stories demonstrating UTSA’s values-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation. The UTSA image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognizing and celebrating accomplishments along this journey.

ASSESSMENT

We must develop an assessment system to determine UTSA’s fidelity to its announced mission and progress toward its vision. There will be clear lines of responsibility for managing and reporting the components of our strategic plan, to include collecting metric data, reporting progress, and resolving issues.
APPENDIX I:
UTSA 2016 STRATEGIC PLANNING PROCESS

UTSA's strategic planning process focuses on excellence in teaching, the creation of new knowledge and engagement in public service while remaining committed to providing access to higher education. The strategic plan, UTSA 2016, recognizes and communicates the University's commitment to developing a road map that will guide its activities over the next 10 years.

Following the University's 35th anniversary celebration, the UTSA community embarked on an extensive, inclusive effort to chart a course for the institution. UTSA 2016 is a collaborative effort intended to ensure that all members of the University community have an opportunity to participate in establishing institution-wide priorities and strategies crucial to UTSA's journey to become a premier public research university.

Work on the plan began in spring 2006 with a retreat that included representatives of the administrators, faculty, students, staff, alumni, and external constituents of UTSA. From this retreat, nine strategic themes were identified and values important to our University citizens proposed. At the close of the retreat, participants volunteered to serve on thematic teams to develop the themes to which they were committed. In addition, one team volunteered to address the University vision, mission, and values statements to reflect UTSA's evolving role.

During the summer, the teams organized, began meeting and gathering information about their themes, and began the work of determining how to flesh out their themes. A second retreat in September provided an opportunity for participants of the initial retreat to learn of progress to date from the thematic team leaders, to discuss and evaluate the proposed vision, mission, and values statements, and to provide feedback. In mid-October, each thematic team incorporated suggestions from the September retreat and submitted a rough draft with proposed strategic goals, objectives, strategies, and metrics for its theme. Revised vision, mission, and values statements were also submitted. A series of focus groups, involving both internal and external community members, met in November to review the vision, mission, and values statements. The focus groups also learned about the nine themes. The teams then integrated recommendations from the focus groups into their work. The final drafts of the thematic team reports, as well as the mission, vision, and values statements, were submitted in mid-December. These reports were given to a professional writer to combine into one document and to incorporate consistent tone and voice.

In January 2007, when the combined document was returned, the Central Planning Committee delegated to volunteers from the Committee the task of clustering the thematic reports around strategic initiatives and of extracting related goals. The new, shortened document was approved by the Central Planning Committee and given to internal writers to enhance and polish for presentation at a final retreat of the initial participants in February. The strategic plan draft was discussed in depth, and suggestions were incorporated into the document during the retreat.

Also in February, the Provost held an Academic Affairs retreat to review and propose input for the draft document. The group identified three foundational themes to underpin the UTSA educational experience as well as five areas of collaborative excellence on which to concentrate. These elements were incorporated into the draft.

In March, the draft strategic plan document was presented to personnel in each vice presidential area for response and feedback. In addition, the Silver to Gold Commission, representatives of UTSA's external community involved in planning for UTSA's 50th anniversary, reviewed the plan on several occasions. The plan was further refined based on the feedback of these groups.

In May, the draft was finalized and submitted for professional refinement to prepare it for submission. It was submitted to The University of Texas System at the end of May and approved in August.

All documentation related to the planning process, as well as drafts of all reports, was made available and continuously updated on the UTSA Strategic Plan Web site.
## APPENDIX II.
The University Foundational Themes and Areas of Collaborative Excellence by College

### Foundational Themes

<table>
<thead>
<tr>
<th>ARCHITECTURE</th>
<th>GLOBALIZATION</th>
<th>DIVERSITY</th>
<th>TRANSFORMATIVE LEADERSHIP</th>
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</thead>
<tbody>
<tr>
<td>Study abroad/exchange programs in Italy, Spain, Mexico; International community design and planning/ certificate program; Global industry participation; International architecture and planning practice; Regional and vernacular studies</td>
<td>Urban and regional planning master's degree program in collaboration with COPP; Community engagement through design and planning; Western/non-Western culture, histories, and traditions; study abroad/exchange programs in Italy, Spain, and Mexico; Regional and vernacular studies</td>
<td>Architectural and urban planning; Multidisciplinary learning communities and advocacy; Professional program and practice; Firm-based studios; Design-build studios; Community engagement; Historic preservation, architecture, interior design, and planning</td>
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<table>
<thead>
<tr>
<th>BUSINESS</th>
<th>GLOBALIZATION</th>
<th>DIVERSITY</th>
<th>TRANSFORMATIVE LEADERSHIP</th>
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<tbody>
<tr>
<td>International business degrees; Center for Global Entrepreneurship; Spanish language business certificate; European business accreditation; Study abroad, international internships and faculty exchanges; Headquarters to Business Association of Latin American Studies; Extensive scholarly research and publications in international/global areas, including health care; Research and educational programs in Mexico, Brazil, China and Canada; International Scholars in Residence Program; North American Summer School of Advanced Management Program; Latin American Council of Management Schools.</td>
<td>The role of cultural pluralism in scholarly and applied research, particularly in management and human resources; received National Society of Hispanic MBAs Brillante Award for Educational Excellence; Princeton Review 2007 Edition top 10 MBA program for minority students; Strong program for recruiting minority and female faculty; Business Scholars Program for first-generation students</td>
<td>Entrepreneurial and technology initiatives pursued through the Center for Innovation and Technology Entrepreneurship; Transformational leadership as a core element of the EMBA program and the Center for Professional Excellence; Leadership Challenge Program for undergraduate students; Career Action Plan for undergraduate students</td>
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</table>

<table>
<thead>
<tr>
<th>EDUCATION AND HUMAN DEVELOPMENT</th>
<th>GLOBALIZATION</th>
<th>DIVERSITY</th>
<th>TRANSFORMATIVE LEADERSHIP</th>
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<tbody>
<tr>
<td>Distinguished for the integration of cross-national perspectives, the exploration of global issues, and the provision of international learning experiences in the professional preparation of our students, the production of research and the performance of service</td>
<td>Research I-recognized for its diverse, supportive, and inclusive culture and its commitment to community-based collaboration; Internationally recognized for research that explores the theoretical and practical implications of the intersection of race, ethnicity, nationality, gender, socioeconomic status and other identities with respect to education and human development</td>
<td>Center for innovative policy and practice that develops inclusive, transformative leaders guided by principles of community, equity, respect for diversity, integrity, service, and scholarship</td>
<td></td>
</tr>
<tr>
<td>GLOBALIZATION</td>
<td>DIVERSITY</td>
<td>TRANSFORMATIVE LEADERSHIP</td>
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<tr>
<td><strong>ENGINEERING</strong></td>
<td>Collaborations with institutions across the world for both research as well as study abroad programs to give students training in working with different cultures</td>
<td>Continuous improvement on the already high level of diversity in the college by reaching out to minorities and women through special programs including high school to college, and undergraduate to graduate transition programs</td>
<td>Training work-ready graduates with leadership qualities who can work globally and lead international teams</td>
</tr>
<tr>
<td><strong>HONORS</strong></td>
<td>Study abroad/exchange programs in Italy, China, and Costa Rica. Internships with multinational companies</td>
<td>Cross-cultural community service experiences; Research experiences with diverse populations</td>
<td>Developing critical thinking skills through undergraduate research experiences within the Undergraduate Research Institute</td>
</tr>
<tr>
<td><strong>LIBERAL AND FINE ARTS</strong></td>
<td>Inherently global and international curricula, research, and service throughout the languages, social sciences, arts, and humanities disciplines</td>
<td>The college fosters diversity through two strategic areas of excellence: as a center for cultural activities (arts and humanities programming focusing on diversity issues) and as a center for cross-cultural communication (via the languages, humanities, arts, and social sciences).</td>
<td>A strong liberal arts baseline for all students is essential to the transformative experience of a UTSA education, and in equipping future transformative leaders.</td>
</tr>
<tr>
<td><strong>PUBLIC POLICY</strong></td>
<td>Research of local-global continuum of policy and practice</td>
<td>Study of impact of public policy and practice on diverse populations</td>
<td>Development of transformative leaders capable of impacting policy, practice and research</td>
</tr>
<tr>
<td><strong>SCIENCES</strong></td>
<td>Partnerships with Latin American universities and institutes to develop joint research and educational programs</td>
<td>Graduate and undergraduate programs that are at minimum among the top 10 of all programs for Hispanics in the U.S.</td>
<td>Leadership in scientific education; Increasing scientific literacy for Hispanics; Undergraduate leadership in scientific research with understanding of the importance of science in solving the major problems facing the world; Providing training for scientific leaders based on collaborations with future employers</td>
</tr>
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</table>
### AREAS OF COLLABORATIVE EXCELLENCE

<table>
<thead>
<tr>
<th>HEALTH</th>
<th>SECURITY</th>
<th>ENERGY AND ENVIRONMENT</th>
<th>HUMAN DEVELOPMENT</th>
<th>SUSTAINABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ARCHITECTURE</strong></td>
<td>Holistic design and healthy environments; Healing environments; Next generation health care facilities; Sustainable community design and planning; Collaboration with UTHSCSA</td>
<td>Security through design and planning, and risk analysis; Defensible space and community engagement</td>
<td>Energy efficient design/renewable energy; Carbon neutral approaches; Green building/LEED; Geographic Information Systems/Life cycle analysis; Smart environments; Energy audits and research projects; Building technologies and environmental systems; Environmental restoration through design and planning</td>
<td>Regional and vernacular studies/certificate program; human well-being through design and planning; Measure, documentation, analysis of environments/GIS; Cultural ecology; Ideas, learning, meaning; Urban transformation; Growth, development, conversation, and change; Community engagement; Historic Preservation/ Certification Program</td>
</tr>
<tr>
<td><strong>BUSINESS</strong></td>
<td>M.B.A. concentration in health care management; Research collaboration with UTSA Department of Biology and UTHSCSA biostatistics department in health-related research; Proposed dual degree programs and partnerships with UTHSCSA</td>
<td>Undergraduate, graduate and Ph.D. degree programs with security emphasis; Significant funded research in infrastructure assurance and security; Designated by NSA as Center of Infrastructure Assurance and Security Excellence; Research in the security of capital markets</td>
<td>Faculty research and undergraduate and graduate programs in economics related to energy, environmental issues, and policies; Project management research in energy and environment management</td>
<td>Research related to organizational behavior and human resources at the undergraduate and graduate levels, including the Ph.D. in business administration program; Student organizations and competitions in human resources; Editorship of human development journals</td>
</tr>
<tr>
<td><strong>EDUCATION AND HUMAN DEVELOPMENT</strong></td>
<td>Recognized for theoretical and practical contributions to improving the physical and mental health of children and adults, with a particular focus on the needs of local and surrounding communities</td>
<td>Extend understanding of and propose solutions to social science and policy issues affecting immigrant admission, settlement, and integration. Collaborate with community leaders, both locally and nationally, to address the challenge of providing a safe learning environment within an increasingly complex environment characterized by emergent threats that require novel responses.</td>
<td>Prepare educators who are knowledgeable about and committed to conservation and preservation of the environment.</td>
<td>Prepare professionals for leadership in education and human development organizations serving diverse populations across their life span. Emphasis is on critical examination of models of human development and their applicability to the specific individuals and communities with whom they work.</td>
</tr>
<tr>
<td></td>
<td>HEALTH</td>
<td>SECURITY</td>
<td>ENERGY AND ENVIRONMENT</td>
<td>HUMAN DEVELOPMENT</td>
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<tr>
<td><strong>ENGINEERING</strong></td>
<td>Biomedical engineering with excellence in tissue engineering, regenerative medicine, implants, biomaterials, biomechanics and computational biology</td>
<td>Multidisciplinary expertise in areas such as information security, software and hardware for cyber security, explosives detection and modelling</td>
<td>Program development in areas of alternative and renewable energy sources, energy transmission and storage, and environment issues</td>
<td>Development of citizen leaders through a rigorous training in engineering, generating individuals who are problem solvers and seek lifelong learning</td>
</tr>
<tr>
<td><strong>HONORS</strong></td>
<td>A focus on human neurobiology within a partnership with UTHSCSA; Pre-medical school preparation including preparation for medical school entrance examinations</td>
<td>Global perspective of security issues through the development of Honors Seminars</td>
<td>Energy and environment issues studied through an interdisciplinary perspective</td>
<td>Leadership skills preparation in collaboration with the College of Business; Pre-law school preparation working with the Institute for Law and Public Policy</td>
</tr>
<tr>
<td><strong>LIBERAL AND FINE ARTS</strong></td>
<td>The college concentrates on research and teaching on the social and behavioral aspects of health, through such disciplines as psychology, sociology, anthropology, philosophy, and others.</td>
<td>The college has strengths in international relations and the development of security policy, mainly through the political science program.</td>
<td>Cultural ecology, which deals with human interactions with the environment and energy resources, is the focus of the anthropology Ph.D. program.</td>
<td>The arts, humanities, and social sciences disciplines of COLFA are fundamentally about human development.</td>
</tr>
<tr>
<td><strong>PUBLIC POLICY</strong></td>
<td>Health (including social and behavioral dimensions) policy analysis as well as study of health delivery systems and practice</td>
<td>Homeland security policy and practice as well as its impact on society</td>
<td>Energy and environment policy and practices and their impact on the environment and diverse groups</td>
<td>Public policy and practice and their impact on human and social development in a diverse society</td>
</tr>
<tr>
<td><strong>SCIENCES</strong></td>
<td>Infectious disease, neurobiology of aging and disease, computational sciences, stem cell research, medicinal chemistry, nanomedicine</td>
<td>Information and biological agent assurance; Global positioning</td>
<td>Water resources, nanosciences; Bioremediation, sensors and monitoring; Green chemistry; Space physics</td>
<td>Science, Technology, Engineering and Mathematics (STEM) Center; Mathematics education; Leadership in science education of Hispanics</td>
</tr>
</tbody>
</table>
UTSA’S VISION

TO BE A PREMIER PUBLIC RESEARCH UNIVERSITY,

PROVIDING ACCESS TO EDUCATIONAL EXCELLENCE

AND PREPARING CITIZEN LEADERS

FOR THE GLOBAL ENVIRONMENT

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