

## OVERVIEW

# THE VISION FOR UTSA



*UTSA is the university of the future. Situated in our nation's seventh largest city—which is growing faster than any other in the country—UTSA is uniquely positioned to serve society due to its deep integration in a region that reflects the demographic future of the United States. UTSA has all the ingredients to realize its full potential as a great, public research university within the next decade.*

## OVERVIEW

Soon after arriving in the fall of 2017, President Taylor Eighmy launched a strategic planning process charting a course for the university to reach new levels of excellence over the next 10 years.

Through intensive community dialogs with internal and external stakeholders, as well as The University of Texas System and its Board of Regents, UTSA has designated three overarching destinations that guide the university forward.

## DESTINATIONS

- » **UTSA will be a model for student success**  
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 the 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 will be a great public research university**  
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 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 classification by the Carnegie Commission. These designations will position UTSA to eventually align with members of the prestigious Association of American Universities.
- » **UTSA will be an exemplar for strategic growth and innovative excellence**  
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.

## FOR MORE INFORMATION

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OVERVIEW

# THE VISION FOR UTSA



## INITIATIVES

In the fall of 2017, three Presidential Initiatives were launched to focus on student success, strategic enrollment and budget modeling. Task forces developed comprehensive plans for each area to drive our institutional strategies over the next 2-3 years beginning in fall 2018.

Many additional initiatives have been launched and new ones will be brought forward on a regular basis to drive UTSA closer to its destinations. More information about UTSA's initiatives can be found at [utsa.edu/strategicplan](http://utsa.edu/strategicplan).

## PEER MODELS OF EXCELLENCE

To help benchmark the university's progress, UTSA identified 10 institutions to serve as peer models of excellence. Selected for their aspirational qualities, UTSA is emulating their strategies and best practices throughout the strategic planning process. They are:

- » Arizona State University
- » Florida International University
- » George Mason University
- » Georgia State University
- » Portland State University
- » University of California, Irvine
- » University of California, Riverside
- » University of California, Santa Cruz
- » University of Central Florida
- » University of Maryland, Baltimore County

## VISIONARY GOALS

A set of Key Performance Indicators (KPIs) and 10-year targets drive UTSA's progress toward its destinations by 2028:

- » Total enrollment **45,000**
- » Total faculty **2,000**
- » First-Year retention rate **85%**
- » 4-year graduation rate **35%**
- » 6-year graduation rate **60%**
- » Freshman in the top 25% of their class **55%**
- » Faculty prestigious awards **25**
- » Faculty in national academies **15**
- » Annual budget **\$1B**
- » Annual research expenditures **\$300M**
- » Endowment **\$500M**
- » Endowed chairs and professorships **300**
- » New construction **3M gross square feet**
- » Students with experiential learning **75%**

INITIATIVE BRIEF

# INCLUSIVE EXCELLENCE



*A university-wide framework for becoming a more inclusive campus where all members of the UTSA community can engage, learn and thrive.*

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**INITIATIVE LAUNCH** February 2019

## OVERVIEW

The President's Initiative on Inclusive Excellence proactively and systemically addresses strategic issues of critical importance to develop and maintain a welcoming and inclusive campus at UTSA. The initiative elevates university-wide efforts through a framework of committees to advance specific aspects of UTSA's inclusive excellence goals. An Inclusive Excellence Advisory Board oversees this initiative, shaping priorities based on feedback from broad, representative segments of the UTSA community.

## THE CHALLENGE

At its core, inclusive excellence promotes an environment where people from all backgrounds and diverse points of view can engage, learn and thrive. Recent incidents at UTSA and at universities throughout the nation are symptoms of larger, more systemic issues playing out across our country regarding the challenges of implicit bias, racism and inequity. Multi-faceted, long-term approaches are needed to bring about cultural change and reinforce UTSA's commitment to inclusive excellence.

## THE IMPACT

This initiative will utilize practices and philosophies that embed all forms of diversity into every aspect of UTSA. Initially, three committees will lead specific efforts within the inclusive excellence spectrum. A **Cultural Intelligence** committee will sustain, increase and unify the cultural intelligence of the UTSA community through the implementation of new platforms and tools. A **Campus Climate** committee will assess and develop strategies to improve UTSA's campus climate through data collection and monitoring activities. Finally, an **Inclusive Recruitment** committee will work to increase the number of diverse faculty and staff by exploring and recommending new hiring strategies.

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**FOR MORE  
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INITIATIVE BRIEF

# PREVENTING SEXUAL ASSAULT & MISCONDUCT



*A university-wide framework to ensure a safe place for all Roadrunners to study, work and live.*

**INITIATIVE LAUNCH** February 2019

## THE CHALLENGE

Like many universities across the nation, UTSA is re-doubling efforts to reinforce its institution-wide commitment to preventing all forms of sexual violence, harassment and misconduct. Recent incidents at institutions around the country and at UTSA point to the need for long-term approaches to bring about cultural change, ensuring the campus is a welcoming, safe and respectful learning environment for all. Key to this initiative will be action plans based on the findings and recommendations from an external review of UTSA's Title IX Office.

## THE IMPACT

This initiative will broaden UTSA's programming and outreach efforts in tandem with membership in the Culture of Respect Collective, a rigorous two-year program created by the National Association of Student Personnel Administration and designed to help institutions improve their approaches to addressing sexual violence on their campuses. Once implemented, an expansive set of training opportunities will equip students, faculty and staff with tools for prevention and bystander intervention. Once more, the university will be better positioned to quantify trends and monitor progress through improved incident data governance.

## OVERVIEW

The President's Initiative on Preventing Sexual Assault and Misconduct cultivates a zero-tolerance environment for all forms of sexual violence and harassment at UTSA. The initiative elevates university-wide efforts through a framework of task forces charged with tackling various aspects of this critical work. A steering committee will evolve the initiative over time, creating additional pathways for institutional systemic and culture change by gathering input from stakeholders, monitoring progress and proposing changes to policies and procedures when course correction is needed.

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# FINANCE AND BUDGET MODELING



*UTSA is changing its approach to resource allocation, better aligning budgets to the evolving mission and strategic priorities of the university while making the most efficient use of institutional funds.*

**INITIATIVE LAUNCH** October 2017

**CONSULTANT** Huron Consulting

## OVERVIEW

In the fall of 2017, UTSA launched a Presidential Initiative on Finance and Budget Modeling to create a transparent, data-driven approach to resource allocation. In addition to assessing UTSA's current financial practices, the task force developed a budget model that supports innovation and is highly customized for the needs of the university. Called Incentivized Resource Management (IRM), the new model provides increased transparency into budgetary decisions that impact the university's ability to meet its goals.

## THE CHALLENGE

The higher education landscape has experienced significant changes in recent years that have a direct impact on university resources, including increased student price sensitivity and decreased state funding. By shifting from an incremental to incentive-based approach for resource allocation, UTSA will grow revenue through enrollment and entrepreneurial activities while increasing transparency around the budgeting process.

## THE PLAN: INCENTIVIZED RESOURCE MANAGEMENT

The new budgeting process, called Incentivized Resource Management (IRM), changes the very nature of the way financial decisions are made at UTSA. IRM better connects decision making responsibility with the investment of financial resources, promoting incentives for revenue growth and exceptional stewardship of funds. During the 2019 fiscal year, UTSA will run the IRM model in parallel with the existing budgeting system, allowing for any adjustments before the university transitions fully to IRM in fiscal year 2020. A new budgeting governance structure will facilitate regular evaluations for effectiveness and appropriate adjustments as UTSA grows.

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INITIATIVE BRIEF

# REAFFIRMATION OF ACCREDITATION



*UTSA will undergo its decennial Reaffirmation of Accreditation review by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 2019-2020.*

**INITIATIVE LAUNCH** July 2017

## OVERVIEW

In order to award degrees and certificates—and to be eligible to receive student financial aid and participate in other federal programs—institutions in the U.S. must be accredited by one of six regional accrediting bodies. UTSA is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Reaffirmation of Accreditation occurs every 10 years, and UTSA was last reaccredited in 2010. This peer-review process involves a self-study and an off-site review, as well as an on-site visit.

## THE CHALLENGE

UTSA must maintain its regional accreditation in order for students to earn valid degrees and receive financial aid. In essence, accreditation is critical to the university's ability to graduate successful students. UTSA is constantly striving to provide excellent educational experiences that promote the value of higher education, and institutional accreditation is a public affirmation of that commitment. Reaffirmation of Accreditation involves a comprehensive review covering all aspects of the university, thus, the entire UTSA community has a role in the process.

## THE IMPACT

Accreditation is about continuous improvement of the university and its processes in order to support students in achieving excellence. During the course of our Reaffirmation of Accreditation, we have the chance to thoroughly evaluate our programs and services. Once reaccredited, not only will UTSA continue to have degree-granting authority and access to federal financial aid and other programs, but it will also reap the benefits of continuous improvement to ensure fulfillment of the university's mission and vision.

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INITIATIVE BRIEF

# STRATEGIC FACULTY HIRING INITIATIVE FOR 2020



*Strategically hiring promising, accomplished and diverse faculty in key transdisciplinary areas is fundamental to our future as an urban-serving, multi-cultural discovery enterprise focused on student success and research excellence.*

## OVERVIEW

UTSA's Strategic Faculty Hiring Initiative is composed of five complementary programs which will provide support mechanisms to academic colleges to recruit and hire some of the best and brightest minds of diverse backgrounds and experiences, providing intellectual prowess to help the university address society's grand challenges.

**INITIATIVE LAUNCH** January 2019

## THE CHALLENGE

UTSA's 10-year strategic vision calls for growing enrollment to upwards of 45,000 students pursuing their educational goals with the support of more than 2,000 faculty. UTSA currently has about 1,300 faculty. Increasing the number, diversity and talents of our faculty calls for a strategic and structured approach to open and accelerate avenues to recruit and hire individuals who will help UTSA reach its research, student success and reputational goals and address pressing national grand challenges.

## THE IMPACT

Faculty are central to reaching the destinations outlined in UTSA's strategic plan. As such, the ability to recruit and retain high profile, diverse scholars will help advance UTSA's goals of providing high-quality, transformational academic experiences for students and expanding areas of transdisciplinary research excellence. Combined, the programs within the Strategic Faculty Hiring Initiative for 2020 will serve to further elevate and diversify UTSA's intellectual community of scholars.

## BENEFITS TO SAN ANTONIO AND THE STATE OF TEXAS

This initiative brings exceptional and diverse scholars to Texas and San Antonio, contributing to the region's intellectual ecosystem.

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INITIATIVE BRIEF

# STRATEGIC FACULTY HIRING INITIATIVE FOR 2020



## COMPONENTS

» **Clustered and Connected Hiring Program (CCP)**

This program is designed to better align our capabilities with federal, foundation and industry research opportunities. Although UTSA has initiated several cluster hires in recent years to recruit researchers in targeted areas, the new CCP engages current UTSA faculty to propose transdisciplinary teams of leading or promising scholars to augment existing expertise.

» **Advancing Academic Excellence through Accelerating Faculty Diversity Hiring Program (FDP)**

Innovation, critical thinking and problem-solving are greatly enhanced in a diverse and inclusive academic community. The FDP is designed to promote a diverse and inclusive faculty by supporting flexible recruiting and hiring procedures to hire additional faculty who are under-utilized in the academy and reflect the diversity of our student body and communities.

» **Dual Career Academic Partners Hiring Program (DCP)**

The DCP creates a more transparent framework to assist highly qualified partners of tenure-stream faculty in identifying and pursuing employment opportunities both at UTSA and in the San Antonio academic community. The DCP is intended to simplify partner hiring and make UTSA an attractive destination for dual-career academic couples.

» **Advancing Academic Excellence through Accelerated Hiring of Nationally Recognized Faculty Program (NRP)**

Similar to the FDP, the NRP complements traditional search processes by enabling hiring of highly accomplished faculty to address specific needs. Prospective candidates will be evaluated on their ability to enhance national/international pre-eminence in a priority area, to increase funding to meet institutional goals, and to promote disciplinary collaboration across departments and colleges.

» **Voluntary Separation Incentive Program (VSIP)**

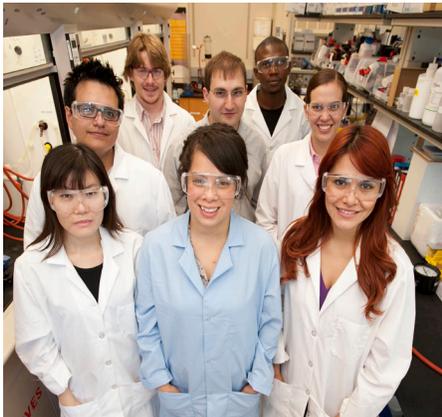
UTSA is fortunate to have many tenured faculty with long-standing service to the university. VSIP is intended to support eligible tenured faculty who may be interested in making a career or life change by removing common barriers that can prevent taking the next step in life and pursuing new opportunities in career transition.

## PHILANTHROPIC OPPORTUNITIES

- » Endowed chair positions
- » Faculty fellowships (postdoctoral, etc.)

INITIATIVE BRIEF

# RESEARCH EXCELLENCE



*Living out the notion that great universities need great cities and great cities need great universities, UTSA is on the fast track to becoming a nationally-recognized multicultural discovery enterprise.*

**INITIATIVE LAUNCH** August 2018

## THE CHALLENGE

The city of Boston has eight universities that hold an R1 Carnegie classification, signifying they engage in the highest levels of research activity. San Antonio deserves a world-class Carnegie R1 institution, and UTSA is well positioned to be its first. To be eligible for both designations, UTSA will focus on meeting a slate of targets that encompass research expenditures, faculty awards and Ph.D. graduates, among others. UTSA's goal is to meet all NRUF criteria by fiscal year 2020. By maintaining those numbers for a mandatory two-year period, the university will achieve NRUF eligibility and subsequent funding in fiscal year 2023. The evaluation cycle for the R1 Carnegie classification will occur during fiscal year 2022.

## THE IMPACT

Once achieved, the NRUF and Carnegie R1 distinctions will bring new levels of prestige to UTSA and to San Antonio. More importantly, they illustrate the university's commitment to providing transformational experiences inside and outside of the classroom, engagement opportunities with world-renowned scholars, and preparation for careers and meaningful work that tackles our society's grandest challenges. Ultimately, they set the stage for UTSA to align with institutions in the prestigious Association of American Universities.

## OVERVIEW

UTSA is positioned to gain access to the National University Research Fund (NRUF), monies designated by the Texas State Legislature to help our state's universities achieve prominence on the national stage. Several strategies have been implemented over the last year to align UTSA's resources and intellectual talents with NRUF and Carnegie R1 criteria. The task force assembled for this initiative will shepherd the university through the final milestones in preparation for upcoming review cycles.

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# CLASSROOM TO CAREER



*UTSA's Classroom to Career Initiative further develops and promotes experiential learning opportunities for students, including those that occur outside the classroom such as internships, service learning, undergraduate research, study abroad and more.*

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**INITIATIVE LAUNCH**    September 2018

## OVERVIEW

Experiential learning can greatly augment classroom instruction and have a profound impact on student learning outcomes and career success. The Classroom to Career initiative will develop an integrated, campus-wide framework to identify, connect and align existing experiential learning programs and to pursue partnerships that could lead to new or expanded programs. As a critical part of this process, the task force will reach out widely to community partners to gather their input.

## THE CHALLENGE

In the National Survey of Student Engagement (NSSE) conducted in the spring of 2017, 35% of UTSA seniors responded that they had participated or were currently participating in an internship, co-op, field experience, student teaching or clinical placement—lower than the rate of 51% for seniors at all surveyed institutions across the U.S. In the same NSSE survey, 75% of first-year UTSA students said that they planned to pursue one of these opportunities while at UTSA, indicating a high level of student interest in this area. The Classroom to Career initiative fills this important opportunity gap.

## THE IMPACT

Experiential learning facilitates a fuller understanding of the real-world applications of students' classroom learning. UTSA is aiming to have 75% of all students participate in some form of experiential learning by the time they graduate. The resulting increase in student engagement will directly support UTSA's student retention efforts. Finally, by expanding UTSA's co-curricular and extracurricular learning options, the university will strengthen existing relationships in the San Antonio community and cultivate new partnerships.

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**FOR MORE  
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INITIATIVE BRIEF

# CLASSROOM TO CAREER



## **BENEFITS TO STUDENTS**

- » Develops fuller understanding of practical applications of classroom learning
- » Explores career interests before graduation
- » Gains marketable skills to improve career success
- » Engages in research-related scholarship
- » Acquires real-world experience to build resumé
- » Prepares for graduate studies

## **BENEFITS TO SAN ANTONIO**

- » Increases university connections to area businesses, non-profits and government organizations
- » Places UTSA interns throughout the San Antonio community and beyond
- » Facilitates workforce development by preparing students for careers and to be the leaders of tomorrow

## **PARTNERSHIP OPPORTUNITIES**

- » Internships
- » Co-ops
- » Field experiences
- » Service learning

# INITIATIVE BRIEF

# HUMAN HEALTH



*A new, student-centric college structure that prepares students to pursue careers in modern healthcare settings.*

**INITIATIVE LAUNCH** November 2018

## THE CHALLENGE

The university's human health-related programs are spread across three plus colleges, which negatively impacts attracting new students and navigability for existing students in health-related areas. Moreover, this structure is out of step with current models where diverse health care providers work together to deliver comprehensive health solutions to complex disorders such as obesity, diabetes and opioid addiction. The current structure also limits the visibility to potential community partners, as well as opportunities to create cross-cutting collaboration in research and program development.

## THE IMPACT

Healthcare-related jobs in San Antonio are rapidly on the rise — more than 8,750 jobs were added in the last five years, and growth in various health-related programs at UTSA indicate a strong interest among our students to pursue these careers. The Human Health Initiative seeks to capitalize on UTSA's deep and broad expertise in health science and health policy to better facilitate student preparation and address health disparities. With the rich network of community partners, UTSA stands to accelerate collaborative work for the benefit to students, faculty, the San Antonio community and beyond.

## OVERVIEW

UTSA is surveying the human health landscape to develop a college organizational structure that aligns health-related programs to enhance student success, career readiness, partnering opportunities, transdisciplinary research and funding competitiveness. An Advisory Task Force, composed of faculty and staff from UTSA, UT Health San Antonio and UTHealth School of Public Health, is using systematic data to inform the development of notional organizational structures, which then will be vetted for subsequent implementation.

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# HUMAN HEALTH



## A NEW COLLEGE ORGANIZATIONAL STRUCTURE FOR HEALTH PROGRAMS

- » Focused on increasing student enrollment and success
- » Logical, intuitive and centered around advancing human health from a transdisciplinary perspective
- » No additional administrative overhead
- » Enables research synergies and new team science among UTSA faculty and with external partners, increasing external funding opportunities

## POTENTIAL PARTNERSHIPS

In addition to academic partners UT Health San Antonio and UT School of Public Health, the Human Health initiative seeks to partner with:

- » Health-related community and service providers (e.g., Haven for Hope, BAMC)
- » Employers
- » Additional community, research and service delivery partners (e.g., SwRI)

## SUCCESS METRICS

- » Student enrollment
- » Student retention
- » Marketable skills
- » Community and industry partnerships
- » Funding for research and training



INITIATIVE BRIEF

# STRATEGIC ENROLLMENT



*UTSA's plan for growth over the next decade fuels the university's ability to serve as a prosperity engine and graduate the world-engaged civic leaders of tomorrow.*

**INITIATIVE LAUNCH** October 2017

**CONSULTANT** Ruffalo Noel Levitz

## THE CHALLENGE

UTSA's ability to evolve as an institution is predicated on the university's capacity to educate students who have the skills our city, state and nation need most. Increasing enrollment requires a number of considerations that go beyond traditional enrollment management practices, including a sophisticated understanding of market demands, strategies to address increased competition for students (especially from institutions outside of Texas), concurrent campus infrastructure development, and tactics to maintain the quality of the freshman class.

## THE PLAN

### » Phase One (2018-2023)

The first phase of UTSA's Strategic Enrollment Plan outlines specific strategies, timelines and budgets to increase enrollment and maintain market share of Texas college-bound students. Integral to this effort is a focus on academic areas that align with workforce needs, playing to UTSA's institutional strengths in business, data sciences, STEM and education. The plan puts UTSA on track to enroll approximately 38,400 students by the fall of 2023, comprised of some 33,000 undergraduates, 4,600 graduate students and 800 post-baccalaureate students. These increases will bring an additional \$13 million in tuition revenue and \$5 million in fee revenue to UTSA.

### » Phase Two (2023-2028)

Second phase strategies will result in more than 45,000 students at UTSA by the fall 2028, a student population that will put the university in alignment with some of the most prestigious research institutions in Texas.

## OVERVIEW

In the fall of 2017, UTSA launched a Presidential Initiative on Strategic Enrollment to shape the university's future through targeted growth. The initiative's task force spent a year developing a plan that adopts a creative, data analytics-driven strategy for increasing enrollment, taking into account all of UTSA's physical campuses as well as online offerings. The result—UTSA's Strategic Enrollment Plan—aligns with the Texas Higher Education Coordinating Board's 60/30 TX Higher Education Plan and takes a two-phased implementation approach over the next decade.

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INITIATIVE BRIEF

# STUDENT SUCCESS



*Student success is one of UTSA's highest institutional priorities. To accelerate improvements in retention and graduation rates, the university is implementing an integrated strategic plan that builds on UTSA's dramatic increases over the last decade.*

**INITIATIVE LAUNCH**      October 2017

**CONSULTANT**              EAB

## OVERVIEW

In the fall of 2017, UTSA launched a Presidential Initiative on Student Success. The task force was charged with developing a retention and graduation rate improvement strategy to ensure the university surpasses national averages within the next five years. After a year-long examination of processes, procedures and best practices at model research intensive, Hispanic-Serving Institutions, a student success plan was launched to guide UTSA's efforts toward meeting its aggressive retention and graduation rate goals.

## THE CHALLENGE

Improving student persistence and graduation rates requires regular interventions that remove any unnecessary barriers students may face to continuing their education and obtaining their undergraduate degrees. The university has made great strides over the last decade, showing improvements of a magnitude rarely seen within the public university landscape. Data from the Texas Coordinating Board Higher Education Almanac confirms that UTSA is the fastest improving institution in Texas, evidence that the university is well on its way to becoming a model for student success advancement at the national level. Continuing this momentum is UTSA's core challenge.

## THE PLAN

In August 2018, the Student Success Task Force introduced UTSA's new Integrated Student Success Plan. The plan outlines a strategic approach to meeting and exceeding the university's minimum goals: an 85% first-year retention rate, a 35% four-year graduation rate, and a 60% six-year graduation rate.

## STRATEGIES

- » Advising Excellence Project Plan
- » Coordinated Care Network Project Plan
- » Graduation Action Project Plan
- » Student Success Communication Project Plan
- » Data and Progress Tracking Project Plan
- » Expanded Coordinated Care
- » Expanded Progress Report Utilization
- » Peer Mentoring
- » Student Hiring Hub and Training
- » Expanded Advising Excellence

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# STUDENT SUCCESS CENTER



*A building dedicated to academic support programs and campus services to support student success from start to finish.*

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<b>INITIATIVE LAUNCH</b>	December 2019
<b>LOCATION</b>	Main Campus
<b>ESTIMATED SIZE</b>	80,000 gross square feet
<b>ESTIMATED COST</b>	To Be Determined
<b>FUNDING SOURCES</b>	To Be Determined

## OVERVIEW

The Student Success Center initiative exemplifies UTSA's commitment to providing students with a world-class facility that will support the full spectrum of their college experience, from prospective student all the way to graduation and beyond. The working group will collaborate with campus service and academic support offices to design a building that enables the delivery of a comprehensive, unified, concierge-style campus experience for our students.

## THE CHALLENGE

Currently, student academic and campus service support offices and programs are spread across campus in various buildings. UTSA students are commonly directed from building to building to obtain services, resulting in disjointed, often uneven experiences. Campus space limitations prohibit the co-location of student support services in any one existing building, and UTSA's expected growth in student population will only create more needs for expanded infrastructure.

## THE IMPACT

The Student Success Center will become a hub for support services on campus, a place where students can access the essential resources that set them up for academic success under one roof. Co-location of these critical functions will enable cross-office collaborations to ensure student needs are met in the most effective and efficient way possible. Due to the importance of this effort, this initiative includes a project to centralize academic advising offices in a temporary complex to open as soon as fall 2019.

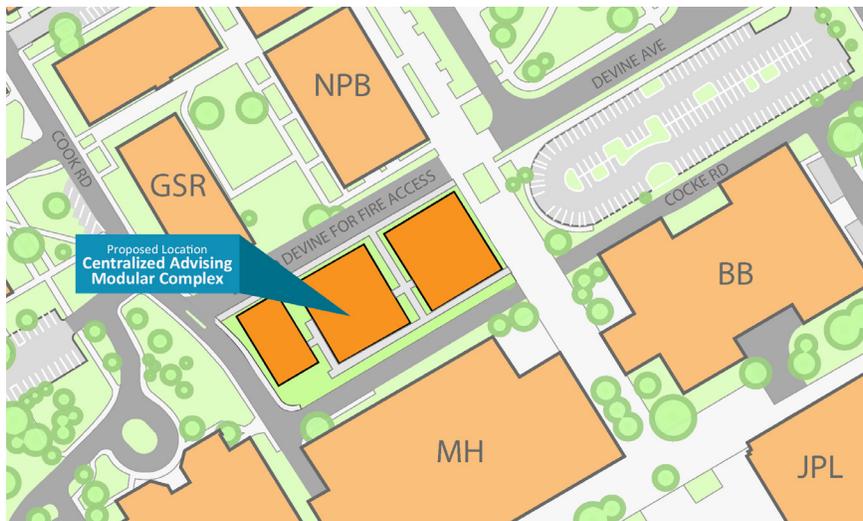
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INITIATIVE BRIEF

# STUDENT SUCCESS CENTER



*The proposed location for a modular complex to house UTSA's academic advisors, an intermediary step to a permanent Student Success Center building.*

## BENEFITS

- » Improve student campus experience and sense of belonging
- » Facilitate student access to academic support programs
- » Improve first-year retention rates
- » Improve second- and third-year persistence rates
- » Increase four- and six-year graduation rates

## COMPONENTS

- » Academic Advising
- » First Year Experience
- » Tomás Rivera Center
- » Graduation Help Desk
- » The First-Generation and Transfer Student Center
- » Veteran and Military Programs
- » Foster Student Programs
- » Summer Bridge Programs: LEAD & SOAR
- » TRIO Offices
- » One Stop Enrollment Center
- » Registrar
- » Math Matters Student Success Center
- » Auditorium
- » Student Training Center
- » Career Services
- » Orientation
- » Financial Aid/Scholarships
- » Fiscal Services
- » Event Training Space

## PHILANTHROPIC OPPORTUNITIES

- » Naming of the Student Success Center
- » Naming of programs housed within the center
- » Naming of the center's auditorium/hall



INITIATIVE BRIEF

# CAPITAL CAMPAIGN



*Launched on UTSA's 50th Anniversary, the \$500 million campaign will provide the university with the infrastructure and resources to achieve international recognition as a model for student success and research discovery.*

## OVERVIEW

Designed as a comprehensive effort, this \$500 million campaign seeks investments in the people, programs and facilities needed to inspire the opportunities, innovations and impacts that will shape the future of San Antonio. UTSA is committed to deep investments in areas that prepare students to lead in an increasingly complex world, build powerful connections between San Antonio and partners across the globe, and reimagine how inquiry and discovery changes lives. The campaign will support all divisions, schools, departments and institutes across the university and its four urban campuses.

<b>INITIATIVE LAUNCH</b>	September 2019
<b>CAMPAIGN GOAL</b>	\$500 million
<b>TIME FRAME</b>	2019-2029

## THE CHALLENGE

This ambitious campaign will require the creation of a strong philanthropic ecosystem that will engage all stakeholders, at all levels, supporting transformation across all facets of the university.

## THE OPPORTUNITY

The campaign will represent a defining moment in UTSA's history, one that will compel all stakeholders—students, alumni, staff, faculty, corporate influencers and civic leaders—to join together to redefine the university and its future.

## CAMPAIGN IMPACT

- » Achieve R1 Carnegie classification
- » Increase the endowment to \$500 million
- » Grow strategically to 45,000 students and over 2,000 faculty
- » Create over 300 endowed chairs and professorships for faculty
- » Gain international recognition in 6-8 areas of scholarly distinction
- » Provide *Classroom to Career* experiential learning opportunities for 50% of students
- » Build over 3 million square feet of new facilities across campus, including a nationally competitive athletics facility

## MEDIA INQUIRIES

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INITIATIVE BRIEF

# CAPITAL CAMPAIGN



## CAMPAIGN ACHIEVEMENTS

Over the course of this 10-year, \$500 million campaign, UTSA will transform in size and scope as it seeks to broaden its impact across three distinct pillars:

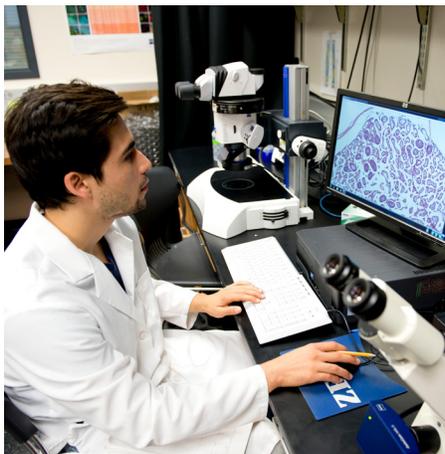
### Student Success

- » Endowed scholarships attract and retain hard-working students
- » Experiential education that translates classroom theory to career solutions
- » A rich campus experience where students are equally engaged in student life and their coursework



### Capital Improvements

- » Residence halls serving as the foundation of student life and a robust campus
- » State-of-the-art laboratories to prepare students for what they will experience in the fast-paced STEM sectors that are reshaping the nation's economy
- » Mixed-use, residential/commercial spaces that blend the time between studying, relaxing and re-energizing



### Expanding the Endowment

- » Endowed funds provide invaluable resources for attracting the world's leading researchers to San Antonio
- » Endowments to support distinguished chairs, sustaining fellowships, centers of excellence in emerging fields, and cluster hires across disciplines in highly competitive fields

INITIATIVE BRIEF

# CAMPUS MASTER PLAN



*The Campus Master Plan initiative will guide the development of UTSA's campuses over the next decade, ensuring that the university's infrastructure facilitates world-class instruction and research to meet the needs of a growing population.*

## OVERVIEW

The Campus Master Plan initiative is guiding short and long-term growth at both the Main and Downtown Campuses. Working in consultation with Page, a highly-respected architecture firm with vast experience developing master plans for universities around the world, UTSA's master plan will provide critical links between the university's physical development, its academic mission and strategic priorities.

**INITIATIVE LAUNCH** June 2018

**CONSULTANT** Page

## THE CHALLENGE

UTSA's 10-year strategic vision calls for growing enrollment to upwards of 45,000 students pursuing their educational goals with the support of more than 2,000 faculty. Some of this learning will be delivered in virtual spaces, but the vision depends considerably on the ability to offer classroom instruction, research infrastructure and services in bricks-and-mortar campus facilities. Growing UTSA's campuses must be done very thoughtfully, with the right data in hand and with the input of the university's many stakeholders.

## THE IMPACT

The master plan will support a student enrollment of 45,000, integrating sustainability best practices while preserving natural resources and the culture of the campuses. As an outcome of UTSA's deep commitment to integrating with the city of San Antonio, the master planning process is highly collaborative and involves regular input from both the UTSA and local communities.

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# CAMPUS MASTER PLAN



## CAMPUS MASTER PLAN PRIORITIES

- » Academic classrooms, research facilities and engagement spaces
- » Student housing
- » Athletics facilities
- » Intramural and recreational facilities
- » Livability, walkability and sustainability
- » Public/private partnership development opportunities
- » Parking facilities
- » Campus circulation - pedestrian and multi-modal transportation
- » Wayfinding
- » Environmental impact
- » Utility infrastructure expansion
- » Security and safety

## COMPONENTS

- » Near Westside visioning session
- » Conversations with external stakeholders
- » Campus-wide survey
- » Open forums for UTSA students, faculty and staff
- » Space needs analysis
- » Study of landscaping and open spaces
- » Land and building use analysis

## PARTNERSHIPS

- » Urban Land Institute
- » City, county and state government
- » Civic organizations
- » Private donors

INITIATIVE BRIEF

# ROADRUNNER VILLAGE



*Poised on 20 acres adjacent to UTSA Boulevard, Roadrunner Village will provide an enhanced campus experience for the university community through the construction of a vibrant neighborhood that includes housing, dining and retail space.*

## OVERVIEW

Roadrunner Village, a proposed mixed-use development, will bring a much-needed sense of urban walkability to the edge of Main Campus for the benefit of both the UTSA and local community. Located adjacent to the academic campus core, this new neighborhood will offer a mix of market-rate housing and retail venues including a grocery store, casual dining and entertainment options. Once the first phase is complete, Roadrunner Village will provide an additional 1,000 - 1,500 beds for faculty, staff and upper-class students.

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<b>INITIATIVE LAUNCH</b>	September 2018
<b>LOCATION</b>	Main Campus
<b>ESTIMATED SIZE</b>	To Be Determined
<b>ESTIMATED COST</b>	To Be Determined
<b>FUNDING SOURCES</b>	Possible Public Private Partnership

## THE CHALLENGE

UTSA must provide affordable and attractive housing and services for a growing population estimated to reach 45,000 students by 2028. Retail and amenities are needed to serve students living in complexes along UTSA Boulevard and to ensure on-campus housing options remain highly desirable. These type of residential opportunities that fit a modern university landscape are needed to maintain UTSA's reputation in a competitive marketplace.

## THE IMPACT

Roadrunner Village will create a welcoming, tree-lined pedestrian mall that connects residents to the academic core of the institution and provide much-needed event space for engaging the community. This vibrant neighborhood will provide an enhanced student experience to residents in a broad area surrounding the Main Campus. By enticing students to spend more time on-campus, Roadrunner Village will foster a sense of belonging and aid the

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## FOR MORE INFORMATION

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## INITIATIVE BRIEF

# ROADRUNNER VILLAGE



## COMPONENTS

- » Convenient market-rate housing for:
  - » upper-class students
  - » transfer students
  - » graduate students
  - » faculty
  - » staff
- » Retail venues
- » A 6,500-20,000 square-foot grocery store
- » Residential and retail parking garages
- » University-related office, classroom & research space

## POTENTIAL PARTNERSHIPS

- » Outside developers focusing on unique aspects of development (retail, housing units, etc.)
- » Corporate partnerships related to the leasing of individual retail units
- » Academic partnerships for research or co-working space

## BENEFITS TO SAN ANTONIO

- » Transforms a section of UTSA Boulevard from a detached suburb to a connected, walkable urban village
- » Connects UTSA's Main Campus to the residents, business owners and stakeholders in North San Antonio
- » Brings needed additional housing options to the area, and supports the current residents of UTSA Boulevard with retail and dining venues

## PHILANTHROPIC OPPORTUNITIES

- » Enhancement/beautification of public components related to or adjacent to site
- » Sponsorships of events and festivals that serve the surrounding community
- » Sponsorships related to support services and wellness education on the property

INITIATIVE BRIEF

# GUADALUPE HALL



*Designed with student success in mind, UTSA's newest residence hall will house 372 freshman.*

## OVERVIEW

Providing on-campus living opportunities fosters student retention and success, and UTSA is committed to expanding the residential experience to a greater number of students. Work is underway to program and design a new 372 bed residence hall for freshmen students. Located at the intersection of Tobin and Brenan Avenues, the residence will provide convenient access to the Roadrunner Café dining facility and other on-campus housing

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<b>INITIATIVE LAUNCH</b>	October 2018
<b>LOCATION</b>	Main Campus
<b>ESTIMATED SIZE</b>	101,351 gross square feet
<b>ESTIMATED COST</b>	Approximately \$43.6 million
<b>FUNDING SOURCES</b>	Future rental revenue and reserves from past revenue

## THE CHALLENGE

Retention rates for UTSA students living on campus are consistently higher than for those who live off campus – especially for first-generation students. UTSA is currently exploring the possibility of requiring all first-year students to live on campus, but in order to meet that goal, additional housing will be needed.

## THE IMPACT

The experience of living on campus teaches students skills that are important for their future, such as communication, resilience, conflict resolution and independence. Access to live-in professional staff, resident assistants and educational programming will ease the transition to college for new students and provides a support system that fosters success. Once it opens in the fall of 2021, the new hall will provide more freshmen with the dynamic support network and

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## FOR MORE INFORMATION

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INITIATIVE BRIEF

# GUADALUPE HALL



## COMPONENTS

- » 372 beds to house incoming freshman students
- » Common area space that facilitates meaningful interactions to build community
- » Convenience to on-campus support services and amenities that foster connections
- » A full-service coffee shop that serves the larger residential district

## OPPORTUNITIES

- » Increases opportunity for incoming freshmen and transfers to live on campus
- » Provides UTSA's newest students with easy access to dining facilities and the campus academic core
- » Engages students in the larger campus community
- » Grows UTSA's infrastructure to serve a larger student population

## PHILANTHROPIC OPPORTUNITIES

- » Residence hall naming opportunity
- » Sponsorship opportunities for residential educational programming

INITIATIVE BRIEF

# HONORS RESIDENTIAL COLLEGE



*A new residence hall for the university's top students that brings UTSA's Honors College to new levels of national prominence.*

## OVERVIEW

The Honors Residential College initiative represents the first step in the effort to align the UTSA Honors College with the top-reviewed honors colleges in the nation. The task force will work with partnering entities to recommend the size and scope of the hall, its amenities and facilities, and the manner in which it “makes place” for the Honors College. In so doing, it will coextensively make recommendations about campus residency requirements, College enrollment goals, and resource needs for delivering the curricular needs predicted by the number of residents.

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<b>INITIATIVE LAUNCH</b>	October 2018
<b>LOCATION</b>	Main Campus
<b>ESTIMATED SIZE</b>	To Be Determined
<b>ESTIMATED COST</b>	To Be Determined
<b>FUNDING SOURCES</b>	Future rental revenue and reserves from past revenue

## THE CHALLENGE

Currently, the UTSA Honors College competes with highly selective universities and honors colleges to recruit students in the 1350+ SAT range. The College has no dedicated building, classrooms or event space – in essence, it lacks a physical identity to act as a recruiting and retention hub. Public universities leverage their honors colleges to attract top students and provide an experience that reinforces academic quality and institutional excellence. Physical amenities and the ability to deliver the small, private college experience are key in this recruiting space. An honors residence offers the integration of high quality academics and student experiences, while physically defining the College on campus.

## THE IMPACT

The honors residence will be a strong recruiting tool and signal of academic quality. Defining the size of the hall will also allow for an accurate picture of resource needs and projected growth as UTSA strives to compete with top public university honors colleges. Providing a customized campus life experience will enable UTSA to retain and graduate talented students while giving the Honors College a more robust role in strategic enrollment and student success.

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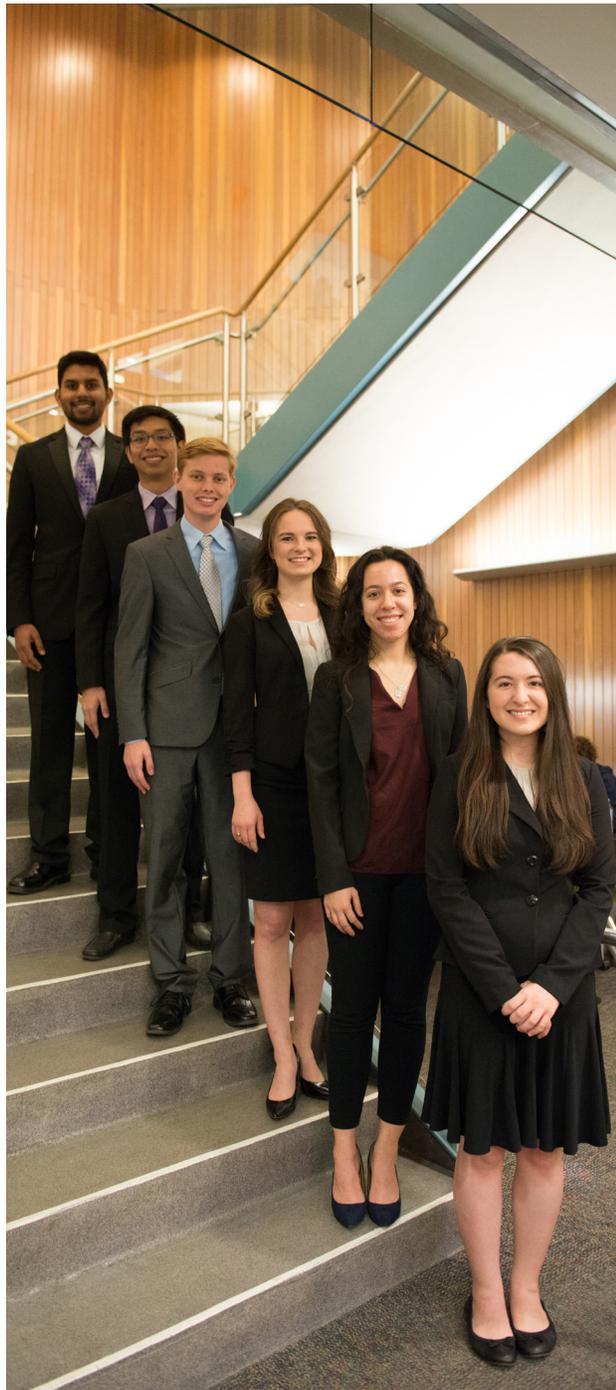
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INITIATIVE BRIEF

# HONORS RESIDENTIAL COLLEGE



## POTENTIAL COMPONENTS

- » Student residence rooms
- » “Connected” classrooms
- » Event space
- » Dining facilities
- » Fitness facilities
- » Makerspace
- » Study rooms
- » Media & computing space
- » Foyers
- » Outdoor event space
- » Honors offices

## OPPORTUNITIES

- » Increases enrollment of top recruits from the city, state and nation
- » Enhances the quality of the honors student experience, including expansion of *Classroom to Career* experiential learning opportunities
- » Facilitates the hosting of signature events that showcase the Honors College and its students
- » Assists in recruiting top talent to San Antonio

## PHILANTHROPIC OPPORTUNITIES

- » Naming opportunities:
  - » Building name
  - » College name
  - » Event centers or classrooms/spaces within building
  - » Top Scholars program
  - » Citymester Program
- » Honors Student Opportunities Fund
- » Honors Student Scholarship Fund
- » Honors faculty fellowships & fellows in residence
- » Endowed honors chairs
- » Endowed Top Scholars
- » Residential scholarships
- » Endowed *Classroom to Career* experiences

INITIATIVE BRIEF

# ROADRUNNER ATHLETICS CENTER OF EXCELLENCE



*A comprehensive multi-purpose sports center serving as a hub for student-athlete academic success, health, wellness and performance.*

## OVERVIEW

The Roadrunner Athletics Center of Excellence will provide UTSA's 350+ student-athletes with the support they need to excel in a highly competitive NCAA Division I sports program. The center will offer programming related to academic support, training, health, safety, and wellness, with dedicated spaces for sports medicine, strength training and nutrition. The cost for the facility will be fully covered by external fundraising and philanthropy.

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<b>INITIATIVE LAUNCH</b>	August 2018
<b>LOCATION</b>	To Be Determined
<b>ESTIMATED SIZE</b>	Athletics Center / 70-90,000 GSF Football Practice Fields / 90,000 GSF
<b>ESTIMATED COST</b>	\$37-44 million
<b>FUNDING SOURCES</b>	Philanthropic Support

## THE CHALLENGE

Great universities deserve high achieving athletic programs that enhance the visibility of the institution and engage the community. UTSA's current athletic facilities are aging and do not adequately meet student needs, nor are they on par with other Division I institutions. Additionally, recruiting high caliber student-athletes—students equally as talented in the classroom as they are on the field or court—is foundational to building a strong sports program, and offering competitive facilities is key to recruitment efforts.

## THE IMPACT

The Roadrunner Athletics Center of Excellence will provide student-athletes, coaches, staff, faculty and researchers a hub to improve academic success and human performance while developing champions in competition and life. This initiative represents one more important step toward ensuring UTSA's infrastructure and student experiences are of the caliber of a nationally-recognized research university.

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## FOR MORE INFORMATION

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INITIATIVE BRIEF

# ROADRUNNER ATHLETICS CENTER OF EXCELLENCE



## FACILITY COMPONENTS

- » Academic center
- » Coaches offices
- » Football locker rooms
- » Team meeting space
- » Sports medicine center
- » Strength & conditioning
- » Administrative offices
- » Research labs
- » Classrooms
- » Football practice fields

## ARCHITECTURE CONSULTANTS

- » Populous
- » Marmon Mok

## PARTNERSHIP

The Roadrunner Athletics Center of Excellence is being developed in partnership with the UTSA Roadrunner Athletics Foundation.

## PHILANTHROPIC OPPORTUNITIES

- » Naming of the center
- » Naming of coaches offices
- » Naming of administrative offices
- » Naming of student-athlete support & training areas

## BENEFITS

- » Inclusion of classrooms and research labs facilitates greater academic collaborations between UTSA Athletics and the Department of Kinesiology, Health and Nutrition
- » Enhanced public-private partnership opportunities in sports medicine and other health-related fields
- » Potential for the practice fields to be used by local sports organizations, strengthening university-community partnerships

INITIATIVE BRIEF

# UTSA'S DOWNTOWN CAMPUS: A 10-YEAR VISION



*Great cities need great research universities, and great research universities need great cities. Over the next decade, UTSA will accelerate the development of its Downtown Campus to meet the needs of a growing city by producing a highly skilled workforce, supporting an innovative research ecosystem, catalyzing high value job creation, and creating prosperity and opportunity for all of San Antonio.*

## OVERVIEW

UTSA has a bold 10-year, university-wide vision focused on becoming a model for student success, a great public research university, and an exemplar for strategic growth in order to fully realize the potential of all its campuses. The university's Downtown Campus is one important component to this vision and will undergo an aggressive 10-year development plan that will be shaped by its overall master planning and strategic planning processes. The new academic and research initiatives created will advance the city's economic prosperity through workforce development and by acting as a magnet for industry and government partners.

## THE IMPACT

The expansion of UTSA's Downtown Campus over the next decade will be transformative, further positioning the city and university as global leaders in cybersecurity, data science, artificial intelligence, and information management and technology.

## APPROACH

A two-phased approach aligned with our university's 10-year strategic plan is proposed to expand UTSA's Downtown Campus.

### Phase One | 2018-2023

Strategic initiatives are in progress to develop the following new Downtown Campus facilities by 2023:

#### » School of Data Science

A new \$57 million, 138,000-square-foot building of classrooms, laboratories and research space, placing UTSA's 70-plus faculty members in cybersecurity, cloud computing, data and analytics, and artificial intelligence under one roof.

#### » National Security Collaboration Center

A new \$33 million, 80,000-square-foot building comprised of innovation space, laboratories and research facilities, serving as a hub for government, university and industry partners in the cybersecurity field.

*Continued »*

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# UTSA'S DOWNTOWN CAMPUS: A 10-YEAR VISION



» **A new home for the College of Business**

A proposed new 250,000-square-foot, state-of-the-art building to house UTSA's College of Business in downtown San Antonio, offering high tech classrooms, research centers and enhanced experiential learning opportunities for students. This proposal, subject to tuition revenue bond funding availability and gift funding, will require significant planning to ensure that many academic programs remain available on the Main Campus, especially during transition.

» **Cattleman's Square Residential Tower**

A UTSA RFQ/RFP process will be used to develop this property using a public-private partnership to provide housing and parking for students and to help establish an activated residential environment in downtown, especially connecting with developments efforts along Commerce Street, and working closely with VIA, Market Square, the Farmer's Market, Zona Cultural and other foundational institutions in the near West Side.

» **Continental Hotel Residences**

The City of San Antonio and UTSA will collaborate to explore and develop this property using a public-private partnership to provide housing and parking for faculty and to help establish a residential environment in downtown with close ties to the San Pedro Creek Project, The Alameda Theater, The Children's Hospital, Milam Park and Zona Cultural.



## Phase Two | 2023-2028

The vision for phase two will be greatly influenced by current master and strategic planning processes and is centered on developing properties on and around UTSA's current Downtown Campus. The developments will bring new interdisciplinary schools and institutes to downtown San Antonio, as well as additional amenities and infrastructure for the campus's growing student population. New planned academic entities include:

- » **Urban Education Institute** designed to focus on UTSA's work with the K-12 system, especially around the idea of a laboratory school and partnerships with SAISD.
- » **School of Entrepreneurship and Innovation** designed to connect with the Tech Corridor and the growing innovation ecosystem downtown.
- » **Urban Science Institute** designed to use the power of information, the Internet of Things and visualization to help understand urban metabolism and the impacts of proposed policy.

INITIATIVE BRIEF

# GROWING THE DOWNTOWN SAN ANTONIO KNOWLEDGE ECONOMY

INFRASTRUCTURE INVESTMENTS FOR CYBERSECURITY, BUSINESS ANALYTICS AND DATA SCIENCES



## \$300 MILLION COMBINED PROJECT

### Funding In Hand

\$70M UT System Regents  
\$15M Private Donation  
\$25M Property Appraisals  
\$40M UTSA

### Proposed Funding

\$126M Tuition Revenue Bonds  
\$24M Public Investment

*UTSA is building the information technology educational ecosystem our nation needs.*

UTSA's bold vision for its Downtown Campus has galvanized San Antonio's community leaders—as well as The University of Texas System—to unite in a public-private partnership unlike any other. With \$150M in commitments already secured for a project totaling \$300M, **the momentum is real.**

- » **POSITIONING** San Antonio as national leader in cybersecurity and data science
- » **ATTRACTING** government/industry partners to Texas
- » **ANSWERING** the national call for a highly skilled workforce
- » **DOUBLING** population at the Downtown Campus
- » **DRIVING** economic development & social mobility

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→  
More

Updated 3/30/2019

# EXPANDING UTSA'S DOWNTOWN CAMPUS TO FUEL SAN ANTONIO'S KNOWLEDGE ECONOMY

UTSA is making rapid progress toward creating an anchor for the city's technology corridor

## PROJECT FOCUS

### Building a Workforce Pipeline for San Antonio, Texas and the Nation

Occupations with the Highest Growth Projections in San Antonio

Software Developers	Information Security Analysts
Computer Support Specialists	Other Computer Occupations

Source: San Antonio Economic Development Foundation 2019 Information Technology & Cybersecurity Demand Occupation and Education Report

## PROJECT MILESTONES

09.06.18

UTSA receives \$70M commitment from UT System Board of Regents for Downtown Campus expansion

09.18.2018

UTSA receives a \$15M gift from private donor Graham Weston for School of Data Science (see map 1)

10.18.18

City of San Antonio approves land transfer for School of Data Science and NSCC (see map 1 & 2) and a future project (4)

10.23.18

Bexar County approves land transfer for expanded College of Business (see map 3)



## PROJECT COMPONENTS

### 1. SCHOOL OF DATA SCIENCE

Producing the nation's top research and workforce talent in data analytics, business intelligence and cybersecurity

### 2. NATIONAL SECURITY COLLABORATION CENTER

Solving our nation's cyber challenges through a government-university-industry ecosystem

### 3. EXPANDED COLLEGE OF BUSINESS

Meeting escalating workforce needs through rapid enrollment growth and career-engaged learning

### 4. FUTURE PROJECT TBD

*"Having a vibrant downtown campus with dedicated entities focused on data science and cybersecurity supports our targeted growth strategy to recruit and retain quality employers. This is exactly what we need to continue building a sustainable workforce pipeline for big data and information management companies here in San Antonio."*

**Jenna Saucedo-Herrera**  
President and Chief Executive Officer  
San Antonio Economic Development Foundation

*"These initiatives will accelerate downtown San Antonio's ongoing resurgence and provide a transformative boost that enhances economic opportunity for generations to come."*

**Ron Nirenberg**  
San Antonio Mayor

*"The foresight, collaboration and innovation that UTSA is facilitating through these IT and cybersecurity initiatives will generate the skills we need for the future in our home city of San Antonio."*

**Stuart Parker**  
Chief Executive Officer, USAA



Current Downtown  
Campus Footprint

Cattleman's Square  
Residential Tower

Continental Hotel  
Residences

Expanded  
College of Business

New National Security  
Collaboration Center

New School of  
Data Science

# Ten Year Plan 2018-2028

**PHASE 1: 2018-2023**

**PHASE 2: 2023-2028**

INITIATIVE BRIEF

# NATIONAL SECURITY COLLABORATION CENTER



*The nation's top cybersecurity program takes a leap forward with infrastructure investments to advance Government–University–Industry partnerships in the interest of national security.*

## OVERVIEW

UTSA is creating a National Security Collaboration Center (NSCC) to advance research, education and workforce development in the areas of cybersecurity, data analytics and cloud computing. The NSCC will build a collaborative and impactful government-university-industry ecosystem engaging federal agencies, contractor and industry leaders, and academia to solve the nation's greatest issues surrounding cybersecurity.

## LOCATION

Downtown San Antonio

## ESTIMATED SIZE

80,000 gross square feet

## ESTIMATED COST

\$33 million, \$412/GSF

## FUNDING SOURCES

Permanent University Fund

## THE CHALLENGE

Demand for cybersecurity professionals far outpaces the current global supply, with a predicted 1.8 million additional workers needed by 2022 to accommodate the shortfall. Governmental agencies are calling for greater collaboration to address America's national security infrastructure protection. As the nation's seventh largest city and second largest cyber hub, San Antonio is uniquely positioned to lead the nation in cyber research and workforce development.

## THE IMPACT

The NSCC builds on UTSA's leadership in the field with over 3,500 graduate and undergraduate students studying in fields of technology and computation and the nation's #1 cybersecurity program. Companies that partner with the National Security Collaboration Center will have a competitive advantage for attracting customers, talent and funding to grow their businesses. The NSCC will be a hub for cyber activity in the region and a home for various federal and industry partners to engage with faculty and student researchers. The center will address critical workforce needs by producing cross-trained, multidisciplinary cyber scholars prepared to work in all facets of cybersecurity, whether in government or industry.

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INITIATIVE BRIEF

# NATIONAL SECURITY COLLABORATION CENTER



## BENEFITS TO THE STATE OF TEXAS

- » The NSCC will help Texas attract cybersecurity businesses and federal operations to claim a larger portion of the projected \$156B global cybersecurity market (2019).
- » UTSA is seeking multi-million dollar annual funding from the federal government for a cybersecurity center of excellence that will be housed in the NSCC.
- » The center will serve as a catalyst for national security research, education and workforce development in Texas by bringing together the brightest minds from academia, government and the private sector.

## FEDERAL PARTNERS

### CONFIRMED

- » 24th Air Forces Cyber
- » 25th Air Force
- » Air Force 59th Medical Wing
- » Air Force Air Education and Training Command
- » Air Force Association CyberPatriot
- » Air Force Life Cycle Management Center
- » Army Research Laboratory
- » Defense Intelligence Agency
- » Department of Energy
  - Pacific Northwest National Laboratory
  - Idaho National Laboratory
  - Sandia National Laboratory
- » Federal Bureau of Investigation
- » Mitre (FFRDC)
- » NSA Texas
- » STRATCOM Academic Alliance
- » US Secret Service

### PENDING

- » Air Force Research Laboratory
- » Department of Homeland Security National Protection and Programs Directorate
- » National Geospatial-Intelligence Agency

## PRIVATE PARTNERS

### CONFIRMED

- » Accenture
- » Booz Allen Hamilton
- » Build Sec Foundry
- » Cisco
- » CNF Technologies
- » CPS Energy
- » Cyber Texas Foundation
- » Dell Technologies
- » IPSecure
- » LGS Innovations
- » Noblis
- » Parsons
- » Peraton
- » Port San Antonio
- » Raytheon
- » Sierra Nevada Corporation
- » USAA

### PENDING

- » BAE Systems
- » Ernst and Young
- » Focal Point
- » ManTech
- » PwC
- » Rackspace
- » Southwest Research Institute

## ACADEMIC PARTNERS

### CONFIRMED

- » Arizona State University
- » New Mexico Tech
- » Texas A&M San Antonio

### PENDING

- » Texas A&M College Station
- » University of Texas at Austin
- » University of Maryland Baltimore County



INITIATIVE BRIEF

# SCHOOL OF DATA SCIENCE



*Centralizing UTSA's talent and resources in cyberscience, data science and data management into one powerful new school.*

## OVERVIEW

UTSA's proposed School of Data Science will co-locate the university's 70-plus faculty members in cybersecurity, cloud computing, data and analytics, and artificial intelligence under one highly collaborative roof. With a new facility housing classrooms, laboratories and research space, the school will support bachelor's, master's and doctoral degrees, as well as certificate programs and other professional credential educational opportunities. A focus on connected classrooms and cutting-edge instructional technology will provide flexibility for course content delivery.

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<b>LOCATION</b>	Downtown San Antonio
<b>ESTIMATED SIZE</b>	138,000 gross square feet
<b>ESTIMATED COST</b>	\$57 million, \$412/GSF
<b>FUNDING SOURCES</b>	\$37 million Permanent University Fund \$15 million grant/gift \$5 million UTSA funding

## THE CHALLENGE

The information we derive from data fuels the innovation needed to solve society's grand challenges and better people's lives. Our nation is in dire need of a highly skilled workforce to address ever-growing data intelligence needs across a wide spectrum of fields. The economic future and well-being of San Antonio is very much tied to big data, data sciences, information management and technology, and cybersecurity.

Educating students who can generate, manage, analyze and protect information requires an interdisciplinary approach, bringing together expertise from science, engineering and business to give students the tools they need to tackle complex questions from multiple angles, and offering great promise for radical innovation.

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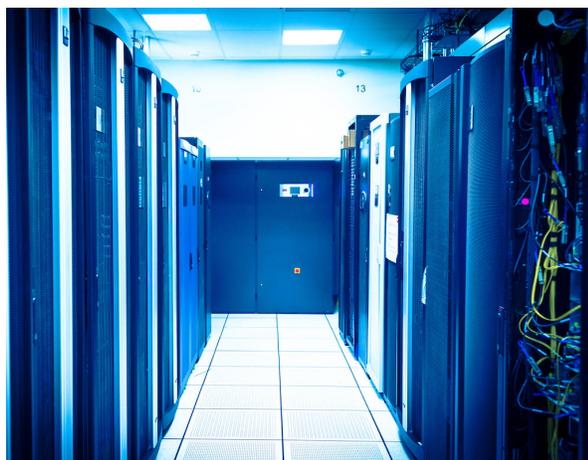
INITIATIVE BRIEF

# SCHOOL OF DATA SCIENCE



## THE IMPACT

UTSA's School of Data Science answers the national call for a highly skilled workforce to fill growing needs in cybersecurity, data analytics, business intelligence and digital asset management. Collaboration across these distinct disciplines will foster radical innovation to address critical challenges. The school's location in the heart of San Antonio will provide government, industry and community partners with access to UTSA's nationally recognized programs and expertise. Close proximity to UTSA's National Security Collaboration Center will fuel synergies with federal agencies, and San Antonio's Tech Corridor will benefit directly from the nearby supply of intellectual talent. Over the next 10 years, expected enrollment will approximately double from the current 3,400 students.



*Formal establishment of the School of Data Science is pending approval by the UT System Board of Regents and notice to the Texas Higher Education Coordinating Board.*

## COMPONENTS

Majority of faculty, staff and students from:

- » Computer Science
- » Computer Engineering
- » Statistics
- » Information & Cyber Security
- » UTSA Open Cloud Institute

## PARTNERSHIPS

- » Google
- » H-E-B
- » Innove
- » Microsoft
- » Southwest Research Institute
- » USAA

## PHILANTHROPIC OPPORTUNITIES

- » Endowed executive directorship
- » Endowed department chairs
- » Endowment for innovative programs
- » Endowment for school operations
- » Interior naming opportunities
- » Undergraduate scholarships
- » Graduate fellowships

## BENEFITS TO SAN ANTONIO AND TEXAS

- » As the first of its kind in the state of Texas, the school will further solidify San Antonio's status as the largest information security hub outside of Washington, D.C.
- » UTSA's School of Data Science will produce a new generation of technically advanced workers in an emerging, in-demand field.

INITIATIVE BRIEF

# EXPANDING BUSINESS EDUCATION & CAREER ENGAGEMENT TO THE DOWNTOWN CAMPUS



*An expanded business-focused presence for UTSA in the heart of downtown San Antonio to enhance career-engaged learning, accommodate rapid enrollment growth and fuel the city's economic development.*

<b>LOCATION</b>	Downtown San Antonio
<b>ESTIMATED SIZE</b>	250,000 gross square feet
<b>ESTIMATED COST</b>	\$126 million, \$504/GSF
<b>FUNDING SOURCES</b>	Tuition Revenue Bonds, proposed gifts

## OVERVIEW

UTSA is working to expand its nationally-ranked business education programs and other academic offerings through a new state-of-the-art interdisciplinary university building located in downtown San Antonio. This initiative leverages the broad needs and opportunities that exist in San Antonio, allowing UTSA to better meet the city's escalating workforce needs, facilitate connecting UTSA students with career-engaged learning and professional development opportunities, and address the College of Business's current and future academic space shortage.

## THE CHALLENGE

The demand for highly qualified business graduates is growing in San Antonio and throughout Texas. The university has an enrollment plan in place with strategies to meet these escalating workforce needs, with projections to double College of Business enrollment over the next decade to 13,300 students by 2028. UTSA needs additional room to accommodate the students of today and tomorrow in order to address critical space deficits and ease overcrowding on its Main Campus location.

## SPACE DEFICIT

Based on projected enrollment over the next 10 years, the College of Business current space deficit is expected to increase exponentially.

**213,086**

SQUARE FEET

current space deficit

*Based on Fall 2018  
full-time student equivalent  
enrollment of 5,351*

**558,033**

SQUARE FEET

space deficit in 2028 without  
new Downtown Building

*Based on projected Fall 2028  
enrollment of 13,335*

## FOR MORE INFORMATION

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More

INITIATIVE BRIEF

# EXPANDING BUSINESS EDUCATION & CAREER ENGAGEMENT TO THE DOWNTOWN CAMPUS



## THE IMPACT

An additional business-focused building in downtown San Antonio enables UTSA to deepen partnerships with the local business community and offer an expanded array of classroom-to-career opportunities for students. Work is underway with faculty and external stakeholders to determine current and future programs with the highest potential to benefit from downtown placement. The building's proximity to UTSA's new School of Data Science and National Security Collaboration Center will fuel synergies with federal agencies, and San Antonio's tech corridor will benefit directly from the nearby supply of intellectual talent. In essence, the expansion positions UTSA to fuel the economic development of San Antonio, providing an influx of skilled workers, leaders and entrepreneurs into the local ecosystem.

## COMPONENTS

- » Active learning and study spaces
- » Connected classrooms and cutting-edge instructional technology for flexible course content delivery
- » State-of-the-art executive education facility
- » Event and meeting space to facilitate business/industry collaborations
- » Career engagement services network hub
- » Professional development/extended education programming
- » Support for entrepreneurs, small and historically under-utilized businesses
- » Entrepreneurship and Data Commons (Libraries)



## POTENTIAL PARTNERSHIPS

- |                        |                       |   |                                    |
|------------------------|-----------------------|---|------------------------------------|
| » Accenture            | » City of San Antonio | » McCombs Automotive                          | » Tech Bloc                        |
| » Area Hospitals       | » CPS                 | » Mi Tierra Corporation                       | » University Health System         |
| » Argo                 | » Ernst & Young       | » PwC   | » USAA                             |
| » AT&T                 | » Frost               | » Rackspace                                   | » UT Health San Antonio            |
| » BBVA                 | » Geekdom             | » Scaleworks                                  | » Valero                           |
| » Bexar County         | » Guenther            | » San Antonio Economic Development Foundation | » Westside Development Corporation |
| » Bill Miller          | » H-E-B               | » South Texas Money Management                | » Whataburger                      |
| » Boeing               | » HVHC                |   |                                    |
| » Chambers of Commerce | » Lift Fund           |   |                                    |
|                        | » Local Banks         |   |                                    |

*Construction of the business-focused building downtown is pending approval by the UT System Board of Regents.*

INITIATIVE BRIEF

# URBAN EDUCATION INSTITUTE



*Finding solutions for San Antonio's urban education challenges.*

**INITIATIVE LAUNCH** January 2019

## THE CHALLENGE

San Antonio is home to many efforts focused on raising the educational attainment levels of its residents. These efforts have often been led or supported by business leaders who struggle with overcoming skills gaps of our local workforce. These collective efforts to improve education in San Antonio have lacked a trusted partner to support a data-driven approach to education investment decisions, operations and policy agenda setting. For too long, San Antonio's education ecosystem has not benefited from the tremendous advances in data collection, computation and analysis.

## THE IMPACT

The Institute will meet our city's demand for rigorous and highly relevant education research. When education philanthropists or our local governments decided to invest millions in an education initiative, the Institute will be present to ensure they have access to the best evidence our modern data systems and data science can provide. More of our schools will benefit from having a data partner who can help them integrate data into systems of continuous improvement. And, our policymakers from our school boards to the state legislature will have a place to turn to learn about what is working to improve student achievement in San Antonio. Innovative partnerships with local educational organizations and laboratory schools are planting the seeds for the institute's future development.

## OVERVIEW

UTSA is establishing an Urban Education Institute to serve as a hub to prepare future educators, strengthen community partnerships and raise the educational attainment levels and earnings of economically disadvantaged students. Based on the UTSA Downtown Campus within the College of Education and Human Development, the institute will produce applied and conceptual research connecting theory to practice. The Raise Your Hand Texas Foundation has committed to providing \$1.1 million in seed funding to support the institute.

## FOR MORE INFORMATION

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INITIATIVE BRIEF

# URBAN EDUCATION INSTITUTE



## COMPONENTS

- » Location in San Antonio's urban core, accessible to community leaders and stakeholders invested in K-12 education
- » Full-time research team working to meet partners' education data needs, providing:
  - Policy briefs on what works in education in San Antonio
  - Data visualization tools illustrating San Antonio's progress in raising educational attainment levels and wages
  - Biennial conference connecting educational issues with social challenges
- » UTSA students working alongside the nation's top education experts

## PARTNERSHIPS

- » Raise Your Hand Texas Foundation
- » San Antonio Area Foundation
- » City of San Antonio
- » Prekindergarten for San Antonio
- » San Antonio Education Partnership
- » Baptist Health Foundation of San Antonio
- » P16-Plus Counsel

## BENEFITS TO SAN ANTONIO AND THE STATE OF TEXAS

- » Increased level of postsecondary award attainment
- » Closing of skills gaps
- » Increased productivity and wage growth

## PHILANTHROPIC OPPORTUNITIES

- » Institute naming opportunities
- » Foundation partnerships
- » Endowed directorship
- » Endowed graduate fellowships



INITIATIVE BRIEF

# CATTLEMAN'S SQUARE RESIDENTIAL TOWER



*A mixed-use residential facility to house UTSA's growing population at the Downtown Campus.*

## OVERVIEW

Integral to the 10-year vision for UTSA's Downtown Campus is a focus on new housing options to enhance student and faculty engagement and bring vibrancy to the near West side. Establishing living communities downtown will further cement UTSA's status as a fully realized intellectual gateway to the heart of San Antonio. The Cattleman's Square Residential Tower will be a public-private partnership that enhances experiential learning opportunities for the benefit of students and neighboring communities.

<b>LOCATION</b>	Downtown San Antonio
<b>PROPERTY</b>	2.0 acres owned by UTSA
<b>ESTIMATED SIZE</b>	Approx. 600,000 gross square feet 1,500 beds
<b>ESTIMATED COST</b>	To Be Determined
<b>FUNDING</b>	Possible Public Private Partnership

## FACILITY COMPONENTS

- » Two floors of street-level retail, restaurants and services
- » Two floors of underground parking
- » 10-15 floors of student housing
- » Academic and maker spaces to facilitate experiential learning, entrepreneurship and student success

## PARTNERSHIPS

- » VIA
- » Haven for Hope
- » Zona Cultural
- » Market Square
- » The Children's Hospital of San Antonio
- » University Health Systems
- » Alameda Theater
- » Federal Courthouse

## PHILANTHROPIC OPPORTUNITIES

- » Named classrooms
- » Named collaboratories

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INITIATIVE BRIEF

# CONTINENTAL HOTEL RESIDENCES



*A mixed-use residential facility to house UTSA's growing population at the Downtown Campus.*

## OVERVIEW

Integral to the 10-year vision for UTSA's Downtown Campus is a focus on new housing options to enhance student and faculty engagement and bring new vibrancy to the near West side. Establishing living communities downtown will further cement UTSA's status as a fully realized intellectual gateway to the heart of San Antonio. The Continental Hotel Residences will involve the renovation of an existing hotel and construction of a new building on a former parking lot. This public-private project will potentially be co-managed by the City of San Antonio and UTSA.

## LOCATION

Downtown San Antonio

## ESTIMATED SIZE

Approx. 400,000 gross square feet on 1.12 acres

## ESTIMATED COST

To Be Determined

## FUNDING

RFQ/RFP to be issued jointly by UTSA and the City of San Antonio

## FACILITY COMPONENTS

- » Housing for faculty and other urban professionals in renovated hotel (approx. 100,000 GSF)
- » Second building with housing and one floor of mixed-use development

## PARTNERSHIPS

The Continental Hotel Residences will facilitate experiential learning ties to:

- » Alameda Theater
- » Texas Public Radio
- » City and County Government
- » Zona Cultural
- » The Children's Hospital of San Antonio

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