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FOR
ACADEMIC AFFAIRS COMMITTEE

Committee Meeting: 11/15/2023
Board Meeting: 11/16/2023
Austin, Texas

Jodie Lee Jiles, Chairman
Christina Melton Crain
Robert P. Gauntt
Janiece Longoria
Nolan Perez
Stuart W. Stedman

<table>
<thead>
<tr>
<th>Committee Meeting</th>
<th>Board Meeting</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>Convene</td>
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<tr>
<td>3:00 p.m.</td>
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<td>Chairman Jiles</td>
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1. **U. T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, assigned for Committee consideration**
   - Discussion
   - Action
   - Page 79

2. **U. T. Tyler: Approval to establish a Doctor of Philosophy degree program in Integrated Biomedical Sciences**
   - Action
   - President Calhoun
   - Page 80

   - Report/Discussion
   - President Cowley
   - Not on Agenda
   - Page 84

   - Report/Discussion
   - Mr. Horton
   - President Eighmy
   - Not on Agenda
   - Page 110

Adjourn

3:30 p.m.
1. **U. T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, assigned for Committee consideration**

**RECOMMENDATION**

The Board will be asked to approve the Consent Agenda beginning on [Page 166].
2. **U. T. Tyler: Approval to establish a Doctor of Philosophy degree program in Integrated Biomedical Sciences**

**RECOMMENDATION**

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, and the institutional president that authorization, pursuant to the Regents’ *Rules and Regulations*, Rule 40307, related to academic program approval standards, be granted to

a. establish a Doctor of Philosophy degree in Integrated Biomedical Sciences at U. T. Tyler; and

b. submit the proposal to the Texas Higher Education Coordinating Board for review and appropriate action.

**BACKGROUND INFORMATION**

**Program Description**

The Health Science Center at U. T. Tyler proposes to establish a Doctor of Philosophy (Ph.D.) in Integrated Biomedical Sciences degree program. The program is designed to prepare graduates to be faculty at research-intensive universities and enable them to design and successfully execute scientific research that addresses a significant area of scientific inquiry. The program will also prepare graduates to develop strong collaborative skills to lead scientific investigations facilitating the integration of multidisciplinary research teams.

There will be four initial program foci offering students a range of options that include cellular and molecular biology of tissue remodeling and neoplasia; immunology and pulmonary infectious diseases; pulmonary injury, pathophysiology, and repair; and biotechnology/biomedical technology. All foci will share the same core courses to establish a baseline for all Ph.D. students in the program and will vary only by the electives chosen related to the foci.

The program is designed to provide a multidisciplinary learning environment to foster the development of knowledge, skills, and creativity necessary to succeed as scientists in an increasingly complex research community. Therefore, graduates of the program will be expected to possess responsible conduct of research ethics as well as expertise in experimental design and analysis in the biomedical sciences.

The program layout includes 12 semester credit hours (SCH) of core didactic courses, nine SCH of required electives from within the student’s chosen focus, and six SCH of free electives that do not have to be within the student’s focus. More electives are allowed but not required, and are based on student need, preference, and advisory committee decision. In addition to didactic coursework, each student will be required to accumulate eight SCH of lab rotations and eight SCH of seminar (only two of which count toward degree completion). Required research hours are a minimum of 60 SCH (pre-candidacy and dissertation research) for a total of 97 SCH required for graduation. A two-part qualifying exam will be administered for transition of the student to candidacy, with the first part administered at the end of the first summer term, and
the second part administered at the end of the second fall term. Should the student fail the qualifying exam, they would be released from the program with an M.S. in Integrated Biomedical Sciences degree (37 SCH).

Need and Student Demand

National Analysis:

An analysis of the national labor market for jobs in biomedical sciences and related fields remains strong, with most occupations growing at a rate above the national aggregate rate of growth for all occupations (5.3% growth). Specifically, the U.S. Bureau of Labor Statistics (BLS) projects a growing need for medical scientists, except epidemiologists (17.4% growth), biochemists and biophysicists (15.3% growth), and professors in the biological sciences (12.4% growth) all whose job projections are growing at more than double the average rate and are considered to be growing “faster than average”. Moreover, according to the BLS, all of these occupations generally require a doctorate or professional degree for an entry-level position. Other notable occupations projected to grow at above-average rates include biomedical engineers (9.8% growth), microbiologists (9.0% growth), and life scientists (6.6% growth).

State Analysis:

Labor demand for relevant positions in the State of Texas is projected to grow by 24.4% between 2020 and 2030, above the average projected growth rate of 17.3% across all occupational groups in the state and well over the national averages (5.3% overall, and 12% for relevant positions). Like the BLS, the Texas Workforce Commission expects postsecondary health specialties and biological science teachers, medical scientists, and environmental scientists and specialists to experience some of the highest growth rates across the state (24+%). Occupational projections for life scientists (21%), biochemists and biophysicists (20%), biological science teachers, postsecondary (19%), and biomedical engineers (17%) in Texas are also well above the national average, with approximately 512 monthly job postings for these positions across the state in the 4th quarter of 2022.

Currently, there are five Ph.D. programs in biomedical science authorized in Texas, located in College Station, Lubbock, Fort Worth, San Antonio, and Houston. None are in the Northeast Texas Region that is served by U. T. Tyler. This region is predominately rural with many potential students that are essentially site-bound and unable to leave and attend educational programs in other parts of the state and in primarily metropolitan areas.

Student Demand:

Nationally, doctorate completions in general biomedical sciences have increased substantially over the past five years, growing by an Annual Growth Rate (AGR) of 4%. By comparison, the average AGR for all U.S. doctorate completions was 0.6% over this same period. The field is relatively high volume, reporting over 600 completions for four of the past five school years during this period. This data indicates that doctorate degrees in the biomedical sciences are relatively popular among students.
Other fields showing above-average growth and high completions (at least 100 in 2021) include bioengineering and biomedical engineering (AGR of 2.3%), microbiology and immunology (AGR of 8.5%), and bioinformatics (AGR of 6.1%). While several other biomedical sciences fields have reported high growth in doctoral completions over the past five years, these have occurred at a low volume with fewer than 60 completions per year nationally. Of note, however, is the field of biotechnology with an AGR of over 26.9%. This is a relatively new field at the doctorate level but is trending as one of the highest growth areas in biomedical science.

With respect to the projected number of students for the proposed program, it is anticipated that approximately three new enrollments per year of the 4-year program. This is based on the current interest of students graduating from the M.S. in Biotechnology program who enter Ph.D. programs post-graduation.

Program Quality

There are currently 19 core faculty who will contribute to the program in various combinations of didactic teaching hours and research hours. These faculty are all productive and have published 291 peer-reviewed journal articles over the past five years (an average of three publications per core faculty per year) with 16 patents. Research funding for this group of faculty totaled over $22 million over the past five years (essentially equivalent to roughly $231,000 of sponsored research funding per faculty per year). The Health Science Center at U. T. Tyler anticipates adding three new faculty over the first four years of the program to add to the expertise to support coursework as well as to provide three new research labs in which students can perform their dissertation work. Two support (non-core) faculty will also be involved to help with didactic coursework as well as lab training and research compliance training.

Revenue and Expenses

<table>
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<th>5-Year Total</th>
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<td>Benefits</td>
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<td>Revenue</td>
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<td>Anticipated new grants Y2+</td>
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<tr>
<td>Total Revenue</td>
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**Coordinating Board Criteria**

The proposed program meets all applicable Coordinating Board criteria for new doctoral degree programs.

President Cowley will report on the Strategic Plan for U. T. Arlington using the PowerPoint set forth on the following pages.
Vision

To have a lasting impact on the communities we serve by developing the talents of our students, leading in innovation and discovery, and fostering a culture of engagement.
## UTA at a Glance

**41,376**  
Fall 2023 total enrollment  
(THECB)

*180+ academic programs across 9 colleges*

*#4 nationally on Military Times’ 2022 "Best for Vets: Colleges" list*

*#26 for social mobility, U.S. News & World Report, 2024*

**270,000+ alumni**

**$134 Million**  
record research expenditures  
(Fiscal Year 2023, preliminary)

**$22.7 Billion**  
an annual economic impact
Student Success
Annual Undergraduate Grants and Scholarships

Avg. Award: $8,899 - Avg. Tuition and fees $12,208
Avg. Out of pocket tuition and fees: $3,309

PERCENT UNDERGRADS WITH GRANTS & SCHOLARHIPS:

- 2020-2021: 49%
- 2021-2022: 52%
- 2022-2023: 54%
First-Time-in-College (FTIC) Enrollment

2014 Fall 2015 Fall 2016 Fall 2017 Fall 2018 Fall 2019 Fall 2020 Fall 2021 Fall 2022 Fall 2023 Fall

- 2,700
- 2,787
- 3,001
- 3,249
- 3,393
- 3,578
- 3,820
- 4,172
- 4,446
- 4,809

November 15-16, 2023 Meeting of the U.T. System Board of Regents - Academic Affairs Committee
Regional Impact – Business

- UTA is growing a credentialed workforce that will build a competitive business advantage for our community.

- Extension and Extended Campus has partnered with Credly to offer new microcredentials, classroom and conference digital badging, to help learners differentiate their skills to employers.
Research Expenditures

- FY 2009: $55M
- FY 2010: $63M
- FY 2011: $65M
- FY 2012: $71M
- FY 2013: $77M
- FY 2014: $71M
- FY 2015: $77M
- FY 2016: $84M
- FY 2017: $94M
- FY 2018: $99M
- FY 2019: $116
- FY 2020: $125M
- FY 2021: $117M
- FY 2022: $122M
- FY 2023 Est.: $134M
Strategic Research Areas

Health and the Human Condition
Sustainable Communities
Cultural and Societal Transformations
Data Driven Discovery
Global Environmental Impact
Cluster Hiring

Community Engaged

Semiconductor

Brain Health

UTA'S VISION FOR THE FUTURE
Biomanufacturing
Capital Plan & Infrastructure

- Maverick Hall, Begins Spring 2024
- Greek Life Center, Begins Fall 2023
- Vacated School of Social Work Site
- Life Science, Begins Spring 2024
- University Center
Greek Life Center & Maverick Hall

Greek Life Center
• 8,900 sq. ft.
• Activity and event space for 26 Greek organizations
• Anticipated completion 2024

Maverick Hall
• 212,800 sq. ft.
• 650+ beds
• Anticipated completion 2025
Life Science Building

- **Anticipated Budget:** $180 million
  - $72 million from U. T. System
- **Anticipated Completion:** Fall 2027
- **Addition:** 77,713 sq. ft.
- **Renovation:** 210,612 sq. ft.
University Center

- Exploring how to address modernization of the UC facilities and the need for additional student space
- Project is pending student approval
The University of Texas at Arlington is a comprehensive teaching, research, and public service institution dedicated to the advancement of knowledge through scholarship and creative work.

The University is committed to providing access and ensuring student success, and to a culture of innovation, entrepreneurship, and commercialization of discoveries by our community of scholars. The University promotes lifelong learning through its academic, continuing education, and experiential learning programs. The faculty, staff, and student community shares diverse cultural values that foster inclusivity and cultivate mutual respect.
As we chart our path forward, UTA is focusing on the dreams of our community centered on the 5 strategic theme areas, culminating in our UTA 2030 Shared Dreams, Bright Future strategic plan.

**UTA'S VISION FOR THE FUTURE**

**Student Success**

**Research & Innovation**

**People & Culture**

**Finance & Infrastructure**

**Alumni & Community Engagement**
Enrollment Growth

UTA’S VISION FOR THE FUTURE

34,868
37,008
39,706
41,712
42,496
42,863
42,733
41,515
40,942
41,376
Total Enrollment By Degree Type – Fall 2023

- Undergraduate: 72%
- Master's: 25%
- Doctoral: 3%

UTA'S VISION FOR THE FUTURE
New Degrees & Certificates

New Degrees in Fall 2023
• B.S. Resource & Energy Engineering
• M.S. Applied Statistics & Data Science
• M.S.N. Healthcare Informatics
• M.S. Industrial & Organizational Psychology

New Degrees Since 2022
• B.A. Applied Sociology
• B.S. Applied Statistics and Data Science
• B.A. Modern Languages
• M.Ed. in Instructional and Learning Design Technology

Highlights of New Certificates
Since 2022
• Electric Propulsion Certificate
• Hispanic Serving Leadership Graduate Preparation Certificate
• Military Social Work Graduate Certificate
• Power System Management Certificate
Strategic Enrollment Planning

- Development of five-year strategic enrollment plan with robust strategies and initiatives to support enrollment growth and transfer pathways
- Focus on forecasting the impact of environmental variables on enrollment (i.e., FTIC, transfer, international, graduate, etc.)
- Identification of strategies designed to better leverage financial aid awards
- Enhanced engagement with K-12 partners to build pipelines and provide dual credit opportunities
Overall Giving Report

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<th>Year</th>
<th>Funding Amount</th>
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<td>FY 2021</td>
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<td>FY 2022</td>
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<tr>
<td>FY 2023</td>
<td>$27.74M</td>
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*As of 9/13/23

UTA’S VISION FOR THE FUTURE

President Eighmy will report on the long range financial planning at U. T. San Antonio using the PowerPoint on the following pages.
LONG RANGE FINANCIAL PLAN | 2023-2028

AN EVOLVING VISION

Dr. Taylor Eighmy
President, UTSA

U. T. System Board of Regents Meeting
Academic Affairs Committee
November 2023
UTSA IS THE UNIVERSITY OF THE FUTURE IN THE CITY OF THE FUTURE
10-YEAR STRATEGIC PLAN
2018-2023 TIMELINE

Please see detailed description of each initiative in appendix.
UTSA is the largest university in San Antonio, which is the 7th biggest city in the United States.
LONG RANGE FINANCIAL PLANNING FRAMEWORK

INPUTS
- 10-Year Strategic Plan
- Enrollment Management
- Student Success
- Great Research University
- Incentivized Resource Management
- Campus Master Plan
- Campus Climate Survey
- COVID Response
- Ideation Retreat
- Strategic Plan Refresh

Key Performance Indicators (KPI)
- Enrollment and Degrees Awarded
- Research Expenditures
- Operating Margin
- Balance Sheet
- Financial Ratios

RISKS
- Competition
- Demographic Cliff
- Tuition Revenue Dependence
- State Funding
- Perception of Higher Ed

OUTPUTS
- Enrollment Growth
- Regents' Professors Strategic Hires
- Research Expenditures Growth
- Projected Operating Margin
- U. T. System Scorecard Rating
- Capital Projects

Incentivized Resource Management
**OUTPUTS**

### Refreshed Strategic Plan
- Strategic enrollment growth
- Regents' Professors strategic faculty hires
- Federal research expenditures growth
- Ph.D. production growth
- Classroom to Career expansion
- Lifelong learning and credentials
- Compensation strategy
- Online programs growth
- Great Place to Work
- Economic driver
- Workforce driver
- Process improvement
- Be Bold Capital Campaign
- "Campusness"
- Downtown expansion
- Wellbeing

### Capital Plan
- Football Pavilion FY25
- San Pedro II FY26
- Softball and Baseball Facilities FY26
- Roadrunner Village FY28
- Performing Arts Center FY29
- Deferred Maintenance

### Financial Targets

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<th>Financial Targets</th>
<th>FY23 Preliminary</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>FY28</th>
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<td>Operating Margin</td>
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<td>3.5%</td>
<td>1.3%</td>
<td>1.2%</td>
<td>1.0%</td>
<td>1.5%</td>
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<td>Operating Margin (without depreciation)</td>
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<td>16.8%</td>
<td>13.8%</td>
<td>13.5%</td>
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<td>12.7%</td>
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<td>Debt Service to Operations</td>
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<td>Spendable Cash/Investment to Operational Expenses</td>
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MAJOR KEY PERFORMANCE INDICATORS

Enrollment
- Graduate/Undergraduate Enrollment Mix
- Retention Rate
- Graduation Rate

Financial Stability
- U. T. System Scorecard
- Annual Operating Margin
- Operating Margin without Depreciation
- Debt Service to Operations
- Spendable Cash and Investments to Operating Expenses
- Spendable Cash and Investment to Total Debt

Research Excellence
- Total Research Expenditures
- Federal Research Expenditures
- Faculty in National Academies
- Faculty Prestigious Awards
- Ph.D. Production Growth

Strategic Growth
- Total Endowment
- Overall Giving
- Strategic Partnerships
- Cumulative New Construction

A full list of key performance indicators is included in the Appendix
**RISK MITIGATION**

- **Demographic Cliff**: Strategic enrollment strategies
- **Attraction and Loss of Talent**: Annual institutional compensation strategies, cluster hire focus, strategic partnerships
- **Unfunded Mandates**: Strategic Investment Fund
- **Unanticipated Financial Event**: Ongoing review of operating reserves
# 10-Year Strategic Plan

## Financial Planning Drivers

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<tr>
<th>Strategic</th>
<th>Capital</th>
<th>Financial</th>
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<td>Institute of Texan Cultures</td>
<td>Strategic Investment Fund</td>
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<td>Regents' Professors Growth</td>
<td>San Pedro II</td>
<td>Capital Financial Plan</td>
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<td>Ph.D. Production Growth</td>
<td>Housing Plan</td>
<td>Capital Campaign Plan</td>
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<tr>
<td>Capital Master Plan</td>
<td>Convocation Center Refresh</td>
<td>Athletics Financial Plan</td>
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- Basketball and Volleyball Training Facility
- Softball and Baseball Facilities
- Deferred Maintenance
- Performing Arts Center
- Roadrunner Village
- Real Estate Monetization

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*November 15-16, 2023 Meeting of the U.T. System Board of Regents - Academic Affairs Committee*

*Agenda Book - 120*
ACTIVE INITIATIVES

Attract Talent
- Compensation Strategy
- Great Place to Work
- Process improvement

Enrich the Student Experience
- Classroom to Career Expansion
- Lifelong Learning and Credentials
- "Campusness"
- Wellbeing

Increase Research Profile
- Regents’ Professors Strategic Faculty Hires
- Federal Research Expenditures Growth
- Ph.D. Production Growth

Invest in Institutional and Community Growth
- Strategic Enrollment Growth
- Online Programs Growth
- Economic Driver
- Workforce Driver
- Be Bold Capital Campaign
- Downtown Expansion

Active Planning Programs (to 2028)

STRATEGIC OPERATIONAL
- Attract Talent
  - $40.6M
- Enrich the Student Experience
  - $5M
- Increase Research Profile
  - $16M
- Invest in Institutional and Community Growth
  - $49.5M

STRATEGIC CAPITAL
- San Pedro II
  - $124M
- Housing Plan
  - $185M
- Athletics Facilities
  - $42.5M
- Center for Performing Arts
  - $230M
- Building Revitalization Initiative
  - $155M

- Secured Funding
- Planned Funding
- Pending Funding

November 15-16, 2023 Meeting of the U.T. System Board of Regents - Academic Affairs Committee
## OPERATING ASSUMPTIONS

### REVENUE*
- 41,000 student headcount by 2028
- 200 Ph.D.s awarded annually by 2028
- 3% tuition and fee rate increases beginning FY26
- 5% biennial appropriation growth
- 6% sponsored revenue growth
- 5% gifts for operations growth
- 4% self-supporting auxiliary enterprise growth

### EXPENDITURES*
- 3% salary expense growth from institutional compensation strategies
- 1.8% staff headcount growth
- Faculty headcount
  - 40 Regents’ Research Excellence Program faculty for FY24/FY25
  - To maintain Faculty to Student ratio
    - 100 tenure/tenure-track by FY28
    - 165 fixed term by FY28
- Other expenses grow at rates commensurate with historical rates from 2% to 8%

*Annual unless indicated
SELECTED OUTPUTS

Operating Results

Debt Service Operations

Faculty FTE Count and Faculty-Student Ratio

U.T. System Score Card

FY21 includes $40M gift, $20M gift, and HEERF funds

Student to Faculty Ratio

Fixed-Term Track Faculty Headcount

Tenured/Tenure Track Faculty Headcount

Student-to-faculty ratio
STRATEGIC ENROLLMENT PLAN

41,000 students by FY 2028

41,000 students provides $61M more revenue than FY23 enrollment levels
FACULTY HEADCOUNT INCREASE

FY18  FY19  FY20  FY21  FY22  FY23  FY24  FY25  FY26  FY27  FY28

Tenured and Tenure Track (T/TT) Faculty  
Fixed Term Faculty (Full-Time)  
Fixed Term Faculty (Part-Time)  
Regents Research Excellence Program T/TT Faculty

Actuals  Forecast

November 15-16, 2023 Meeting of the U. T. System Board of Regents - Academic Affairs Committee
EXPAND RESEARCH OUTPUT

Cumulative Faculty Hiring Investment

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<th>Actuals</th>
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<td>$40.6</td>
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Total Research Expenditures

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<td>FY28</td>
<td>$209</td>
</tr>
</tbody>
</table>

Restricted Research Expenditures

<table>
<thead>
<tr>
<th>Actuals</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>$44</td>
</tr>
<tr>
<td>FY19</td>
<td>$51</td>
</tr>
<tr>
<td>FY20</td>
<td>$64</td>
</tr>
<tr>
<td>FY21</td>
<td>$68</td>
</tr>
<tr>
<td>FY22</td>
<td>$71</td>
</tr>
<tr>
<td>FY23</td>
<td>$75</td>
</tr>
<tr>
<td>FY24</td>
<td>$80</td>
</tr>
<tr>
<td>FY25</td>
<td>$85</td>
</tr>
<tr>
<td>FY26</td>
<td>$90</td>
</tr>
<tr>
<td>FY27</td>
<td>$95</td>
</tr>
<tr>
<td>FY28</td>
<td>$100</td>
</tr>
</tbody>
</table>

Federal Research Expenditures

<table>
<thead>
<tr>
<th>Actuals</th>
<th>Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY18</td>
<td>$30</td>
</tr>
<tr>
<td>FY19</td>
<td>$35</td>
</tr>
<tr>
<td>FY20</td>
<td>$34</td>
</tr>
<tr>
<td>FY21</td>
<td>$43</td>
</tr>
<tr>
<td>FY22</td>
<td>$54</td>
</tr>
<tr>
<td>FY23</td>
<td>$60</td>
</tr>
<tr>
<td>FY24</td>
<td>$66</td>
</tr>
<tr>
<td>FY25</td>
<td>$72</td>
</tr>
<tr>
<td>FY26</td>
<td>$78</td>
</tr>
<tr>
<td>FY27</td>
<td>$84</td>
</tr>
<tr>
<td>FY28</td>
<td>$90</td>
</tr>
</tbody>
</table>

UTSA

November 15-16, 2023 Meeting of the U. T. System Board of Regents - Academic Affairs Committee
10-YEAR STRATEGIC DESTINATIONS
2018-2028

1. A model for student success
2. A great public research university
3. An exemplar for strategic growth and innovative excellence

DESTINATIONS DEVELOPED IN 2018
STUDENT SUCCESS PRESIDENTIAL INITIATIVE
FIRST-YEAR RETENTION

85% | 2028 Minimum Goal

- Academic Inquiry Studies, University College - Multidisciplinary Studies
- Advising Reorganization, First Year Experience, Presidential Scholarships
- Raise Admissions Standards
- Math Matters, New Faculty Institute, Academic Pathways Pilot, Roadrunner Pantry
- Prepare, Inspire, Validate, Orient and Transition (PIVOT), DegreeWorks, Success Marker Courses
- Graduation Help Desk, Retention Grants, Resiliency and Retention Program, Success, Opportunity, Achievement, and Resilience (SOAR), Lead Academies, Scholarship Management, Transfer Equivalency Portal, Dreamers Resource Center
- Student Success Platform, One Stop Enrollment Center
- Bold Promise, Civitas-Impact, Academic Success District, AI Chatbot, Online Tutoring, Teaching/Learning Software
- Civitas-Illume, 24/7 TeleCounseling, Lumina Educational Success Pathways, College Student Success Centers, Banner Transfer Credit Calculator
- Civitas-Inspire, Salesforce Customer Relationship Management / Funnel Management, Ruffalo Noel Levitz (RNL) Financial Aid Leveraging, First Gen Support Programs, Housing and Res Life Integration, Adobe Creative Campus, Classroom to Career Initiative, Fostering Educational Success Center, Transfer and Transition Success Services, Student Affairs Integration

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)
ENROLLMENT MANAGEMENT PRESIDENTIAL INITIATIVE

UNDERGRADUATE DEGREES AWARDED
TIME TO DEGREE and AVERAGE LOAN DEBT

Source of Average Loan Debt: THECB Accountability
# KEY PERFORMANCE INDICATORS (2017-2028)

## Destination One: A Model for Student Success

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2017 Baseline</th>
<th>Current</th>
<th>2028 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>30.7K</td>
<td>34.7K</td>
<td>41K</td>
</tr>
<tr>
<td>First-Year Retention Rate</td>
<td>74%</td>
<td>80.4%</td>
<td>85%</td>
</tr>
<tr>
<td>4-Year Graduation Rate</td>
<td>15%</td>
<td>32.2%</td>
<td>35%</td>
</tr>
<tr>
<td>6-Year Graduation Rate</td>
<td>37%</td>
<td>53.5%</td>
<td>60%</td>
</tr>
<tr>
<td>Freshman in the Top 25% of their Class</td>
<td>55%</td>
<td>51%</td>
<td>&gt;55%</td>
</tr>
<tr>
<td>Students With Experiential Learning</td>
<td>n/a</td>
<td>45%</td>
<td>&gt;75%</td>
</tr>
<tr>
<td>Student-to-Faculty Ratio</td>
<td>24:1</td>
<td>24:1</td>
<td>20:1</td>
</tr>
<tr>
<td>Average (Federal) Student Debt</td>
<td>$24,445</td>
<td>$20,580</td>
<td>&lt;$20K</td>
</tr>
<tr>
<td>Undergrad Degrees Awarded</td>
<td>4,728</td>
<td>5,810</td>
<td>7,081</td>
</tr>
<tr>
<td>Master's Degrees Awarded</td>
<td>1,224</td>
<td>1,445</td>
<td>1,463</td>
</tr>
<tr>
<td>Ph.D. Degrees Awarded</td>
<td>112</td>
<td>140</td>
<td>200</td>
</tr>
</tbody>
</table>

## Destination Two: A Great Public Research University

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2017 Baseline</th>
<th>Current</th>
<th>2028 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty in National Academies</td>
<td>5</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Faculty Prestigious Awards</td>
<td>3</td>
<td>7</td>
<td>25</td>
</tr>
<tr>
<td>Federal Research Expenditures</td>
<td>$29.9M</td>
<td>$54.3M</td>
<td>$85M</td>
</tr>
<tr>
<td>Total Research Expenditures</td>
<td>$70.2M</td>
<td>$145M</td>
<td>$209M</td>
</tr>
<tr>
<td>New Endowed Chairs, Professorships, and Fellowships</td>
<td>75</td>
<td>78</td>
<td>300</td>
</tr>
</tbody>
</table>

## Destination Three: An Innovative Place to Work, Learn and Discover

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2017 Baseline</th>
<th>Current</th>
<th>2028 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Budget</td>
<td>$515.9M</td>
<td>$722M</td>
<td>$1.0B</td>
</tr>
<tr>
<td>Endowment</td>
<td>$134M</td>
<td>$264M</td>
<td>$400M</td>
</tr>
<tr>
<td>Overall Giving</td>
<td>$54M</td>
<td>$92M</td>
<td>$92M</td>
</tr>
<tr>
<td>Cash Received</td>
<td>$35M</td>
<td>$92M</td>
<td>$92M</td>
</tr>
<tr>
<td>Cumulative New Construction</td>
<td>$307M</td>
<td>$528M</td>
<td></td>
</tr>
<tr>
<td>Strategic Partnerships</td>
<td>45</td>
<td>+5/year</td>
<td></td>
</tr>
<tr>
<td>Moody's Scorecard</td>
<td>AA2</td>
<td>AAA</td>
<td></td>
</tr>
<tr>
<td>Administrative Cost Ratio</td>
<td>8.3%</td>
<td>7.4%</td>
<td>&lt;8.0%</td>
</tr>
</tbody>
</table>
R1 AND NRUF GREAT RESEARCH UNIVERSITY PRESIDENTIAL INITIATIVE

PLANNED TRAJECTORY

R1
Carnegie’s highest research classification
2021

NRUF
Tier One in the State of Texas
2023

AAU
Eventual membership in the nation’s most premier research university category
PRESIDENTIAL INITIATIVE

INCENTIVIZED RESOURCE MANAGEMENT

- Incentivized Resource Management
- Resource allocation budget model
- Incentivizes “activity”/revenue growth

- Aligns resources with institutional priorities
- Greater decision-making authority within revenue units

STRATEGIC PRIORITIES
are clearly linked to central investments

STAKEHOLDERS inform budgetary decisions in a coordinated and transparent way

ACTIVITY DRIVERS incentivize growth through direct revenue allocation

DATA-DRIVEN DECISIONS are based on regular systematic reviews of unit-level performance

LONGER-TERM PLANNING provides an outlook for the future
UTSA’s budget redesign began in 2018, resulting in greater transparency, accountability and alignment of resources with institutional priorities.
San Pedro I and II will connect across San Pedro Culture Park, creating a space that supports the campus and local communities.

- **Sustainable**
  - San Pedro I is UTSA’s first LEED Gold-certified building

- **Placemaking**
  - Revitalize the historic area
  - Connect students with local industry
The Campus Climate initiative began with a faculty and staff Campus Climate Survey in fall 2020 and continues through campus conversations, action plans and communication from leaders.

- **Action Plan Themes**
  - Communication
  - Feedback
  - Transparency
  - Recognition
  - Professional development
  - Compensation
COVID RESPONSE TACTICAL TEAMS
PRESIDENTIAL INITIATIVE

Separate from the Public Health Task Force, five tactical teams explored how best to prepare UTSA to come out of the pandemic best prepared for the future.

<table>
<thead>
<tr>
<th>TACTICAL TEAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Undergraduate and Masters Education Recovery Team</td>
</tr>
<tr>
<td>2. Advancing Belonging and The “Out of Classroom” Experience in the Digital Era</td>
</tr>
<tr>
<td>3. Enabling Clear Pathways to Degree Completion Tactical Team</td>
</tr>
<tr>
<td>4. Increasing Inclusive Access to Higher Education in our Communities</td>
</tr>
<tr>
<td>5. Research Excellence and Doctoral Education Recovery Team</td>
</tr>
</tbody>
</table>
IDEATION FOR THE FUTURE
PRESIDENTIAL INITIATIVE

Main Efforts
- Five meetings (Summer ‘23)
- 65 attendees
- 10 presentations/panels
- Inform leadership/institution
- Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis

Outputs
- Augment refreshed strategic plan
- Augment five-year financial plan
- Inform strategic communications plan
# UTSA’s S.W.O.T. Analysis

## Strengths
1. Positive Trajectory
2. Diversity and Culture
3. Location
4. Human Capital
5. ROI (Social / Econ Mobility)
6. Student Success
7. Real Estate (Downtown)
8. Collaborative and Bold
9. Community Engaged
10. Career-Engaged Learning
11. Data-Driven Decisions
12. Athletics

## Weaknesses
1. Staffing Levels, Salaries, Retention
2. Relative Resource Availability
3. Research Culture and Infrastructure
4. Unrealized National Brand
5. Overreliance on Undergraduate (UG) Enrollment
6. Change Management and Silos
7. Process Improvement
8. Deferred Maintenance
9. Young Alumni Donor Base
10. “Campusness”
11. Young Research Culture
12. Online Programs (young, but growing)

## Opportunities
1. Enrollment Growth (UG and Grad)
2. Research Expansion
3. Geographic Opportunities
4. Strategic Partnerships (e.g., UT Health San Antonio)
5. Optimization and Growth Real Estate (Downtown)
6. Responsiveness to the Marketplace / Distinctiveness
7. P3
8. The Leader in Lifelong and Career Engage Learning
9. Athletics
10. Proximity to the Americas
11. International Engagement
12. Artificial Intelligence

## Threats
1. Competition
2. Political Landscape
3. Demographic cliff drives competition for students
4. Revenue diversification beyond UG enrollment
5. State Funding
6. Perception of Higher Ed
7. Economic Uncertainty and Inflation
8. Labor Market
9. Wellbeing
10. Disruptive Technologies
11. “Remoteness” / Post-Pandemic Disruption
10-YEAR STRATEGIC DESTINATIONS
2018-2028

1. A model for student success
2. A great public research university
3. An innovative place to work, learn and discover

DESTINATIONS ADJUSTED IN 2023
STRATEGIC PLAN REFRESH

UTSA