



ALVAREZ

College of Business
The University of Texas at San Antonio

**EMPOWERING
THINKERS,
ACCELERATING
GROWTH**

2025-2030
STRATEGIC PLAN

Strategic Plan: Empowering Thinkers, Accelerating Growth

At the Carlos Alvarez College of Business at The University of Texas at San Antonio, we are charting an integrated path to establish ourselves as world-class leaders in business education. Grounded in our mission and vision, this strategic plan presents a cohesive framework that reinforces our core pillars: **student success, research excellence and reputation, industry and community engagement**, and the **recruitment, development and retention of exceptional faculty and staff**.



Vision Statement

The Carlos Alvarez College of Business will accelerate socioeconomic growth in our community by empowering the next generation of business thinkers and conducting groundbreaking research that ensures their success .



Mission Statement

To equip students with the knowledge, skills, and real-world experiences they need to thrive in today's workforce, while enabling our faculty to turn bold ideas into transformative solutions through high-impact research and instruction.

Strategic Milestones

We have identified three key milestones to guide and accelerate our next phase of growth and distinction, over the next five years.

- **Achieving exceptional student outcomes**, including a sustained 95% job placement rate within six months of graduation
- **Elevating our research reputation**, including a goal of reaching the top 75 in the UT Dallas North America Business School Rankings
- **Growing our financial foundation**, with a target of increasing our endowment to \$85 million, to support these ambitions

These milestones place the college on a clear path to becoming one of the top three public business schools in Texas and one of the top 50 in the nation.

Strategic Goals and Initiatives

Student Experience and Success

Build and sustain an infrastructure that empowers students to achieve professional success, with a target of attaining a **95% job placement rate within 6 months of graduation**.

1. Career Preparation

Equip students with the tools, resources and guidance for job search and career navigation.

- Integrate platforms like Handshake and Career Compass into advising and coursework.
- Collaborate with faculty and industry to align programming with employer needs.
- Use feedback to enhance advising, curriculum and programming.

2. Engagement & Learning

Foster an academic environment that promotes real-world learning and early support.

- Expand experiential learning focused on key skills: math, communication and critical thinking.
- Establish learning communities in core business courses.
- Improve progress monitoring and communication among faculty and advisors.

3. Employer Partnerships

Enhance career readiness by aligning academics with market demands.

- Embed in-demand skills into curriculum and co-curriculars.
- Increase access to internships, mentoring and employer-led experiences.
- Support institutional growth by reaching new student populations.

Research Reputation

Elevate the college's national research reputation by **increasing business school rankings** through measurable growth in high impact research output.

1. Boost Research Productivity

Support and incentivize faculty to produce high-quality research.

- Redesign workloads to protect research time.
- Introduce incentive structures to reward impactful scholarship.
- Benchmark compensation to retain and attract top research talent.

2. Strengthen the Research Pipeline

Advance research excellence through enhanced PhD and pre-PhD programming.

- Align doctoral research with faculty expertise for strong publication potential.
- Improve graduate placements and offer research opportunities at the undergraduate and master's levels.
- Incentivize early-stage research engagement and collaboration.

3. Expand Research Resources and Visibility

Build infrastructure and culture to support and promote research.

- Invest in tools, staff, datasets and computing resources.
- Provide internal funding for early-stage projects and research events.
- Increase visibility of faculty work through media, podcasts and spotlights

Industry and Community Engagement

Expand the college's impact and support by **creating high-impact partnerships** with alumni, community, industry and UT San Antonio partners.

1. Deepen Industry Partnerships

Build structured collaborations that enhance student experiences and align with market needs.

- Partner with companies on industry projects, internships and career exploration.
- Advance applied research through long-term collaborations focused on innovation and real-world problem solving.
- Highlight faculty expertise through events, white papers and corporate engagement.
- Expand executive and professional programs in areas like leadership and data analytics.

2. Increase Alumni Engagement

Foster meaningful connections with alumni to support students and strengthen college pride.

- Offer career development and lifelong learning opportunities.
- Celebrate alumni achievements and encourage involvement through events, mentorship and volunteerism.
- Leverage alumni networks to expand internships, job placements and professional exposure for students.

3. Cultivate Interdisciplinary Partnerships

Collaborate across UT San Antonio to enrich curriculum, research and community impact.

- Build integrated programs with university units that pursue shared goals and resources.
- Connect experiential learning to local industry challenges through campus partnerships.

Faculty and Staff Engagement

Strengthen the ability of the Alvarez College of Business to **attract and retain top talent**.

1. Drive Development and Innovation

Empower faculty and staff through learning, leadership and real-world engagement.

- Offer programs that build skills and support shared growth.
- Connect faculty, staff, industry and community to explore trends and apply expertise.
- Create pathways for advancement and prepare future leaders.

2. Build Connection and Belonging

Promote community and morale through engagement and recognition.

- Launch a faculty and staff engagement committee to lead community-building efforts.
- Implement onboarding that supports early connections and a welcoming culture.
- Encourage participation in events that reflect college values and priorities.

3. Enhance Communication and Collaboration

Create a more informed, connected college through streamlined communication.

- Modernize internal channels to increase relevance and engagement.
- Strengthen alignment through regular leadership updates and town halls.
- Clarify governance and improve processes to support transparency and shared decision-making.

Implementation and Accountability

To support execution across all pillars, the college will implement a framework for prioritization, accountability and communication. Annual benchmarks will measure progress against key performance indicators such as student placement rates, publications in top-tier journals, research ranking changes, alumni engagement and endowment growth.

Relevant unit and committee leaders, including the leadership team, academic departments and operational units, will oversee the implementation to ensure cross-team alignment and adjust priorities and tactics as needed. Ongoing communication through reports, meetings and digital platforms will keep faculty, staff, students and stakeholders informed and engaged in the college's strategic progress.