



# Strategic Plan Survey

## Faculty, Staff, and Students



# Survey Administration and Methodology

## • Administration Details

- **Platform:** Two Qualtrics Surveys; Faculty/Staff Survey, Students Survey
- **Duration:** September 21 – October 24, 2025
- **Scope:** All UIW campuses and programs in the US and Mexico (Higher Education)
- **Language:** Responses accepted in English or Spanish
- **Responses:** 583 unique responses with 2,500+ qualitative responses (900+ Student responses, 1,600+ Faculty and Staff responses)

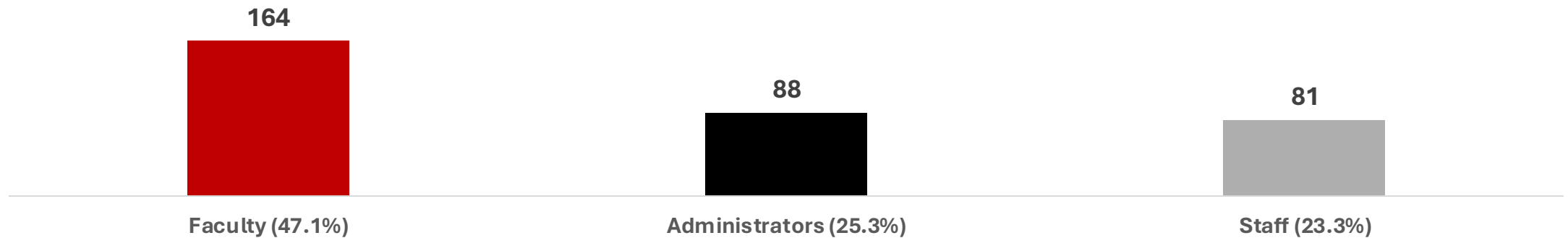
## • Analysis Methodology

- **Tool:** Natural Language processing to support qualitative analysis
- **Approach:** Thematic analysis, sentiment analysis, and stakeholder segmentation
- **Language Distribution:** Faculty/Staff (60% Spanish, 40% English); Students (30% Spanish, 70% English)
- **Quality Assurance:** Multiple analysis passes with direct quote preservation; manual review of quotes and summaries by IR staff

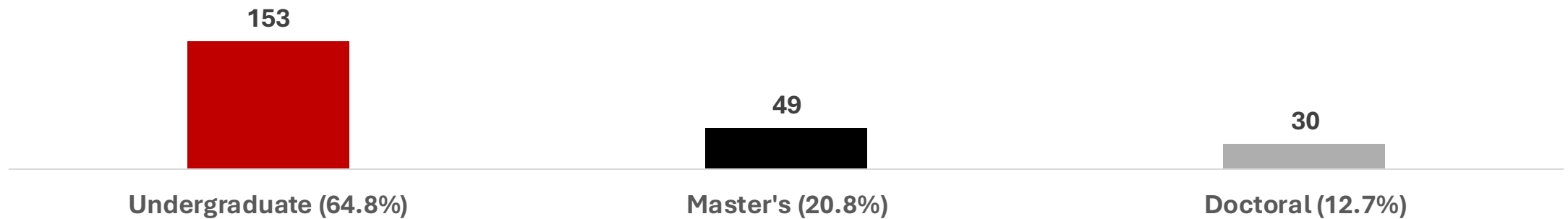


# Survey Participation Overview

## Faculty and Staff Survey



## Student Survey





## Faculty and Staff Location Distribution

Location	Count	Percentage
Broadway Campus (San Antonio Main)	184	52.9%
Centro Universitario Incarnate Word (Ciudad de México)	66	19.0%
Universidad Incarnate Word (Campus Bajío)	37	10.6%
Feik School of Pharmacy	16	4.6%
Global Online	12	3.4%
School of Osteopathic Medicine	9	2.6%
Rosenberg School of Optometry	4	1.1%
School of Professional Studies	4	1.1%
School of Rehabilitation Sciences	4	1.1%
Other (including regional offices)	21	6.0%
No Response	3	0.9%



## Student School/College Distribution

School/College	Count	Percentage
Global Online	34	14.47%
College of Humanities, Arts, and Social Sciences	30	12.77%
Ila Faye Miller School of Nursing and Health Professions	29	12.34%
School of Mathematics, Science, and Engineering	28	11.91%
School of Media and Design	26	11.06%
Centro Universitario Incarnate Word (Ciudad de México)	22	9.36%
H-E-B School of Business Administration	20	8.51%
Dreeben School of Education	12	5.11%
Rosenberg School of Optometry	11	4.68%
Universidad Incarnate Word (Campus Bajío)	9	3.83%
School of Professional Studies	9	3.83%
Feik School of Pharmacy	7	2.98%
School of Osteopathic Medicine	5	2.13%
School of Rehabilitation Sciences	1	0.43%
No Response	1	0.43%



## What Makes UIW Special: Key Themes

- **Faculty/Staff**

- **Sentiment Distribution:** 38% Positive, 60% Neutral, 2% Negative
- **Themes Identified:**
  - **Mission and Values:** Catholic Identity, CCVI Heritage
  - **Community Atmosphere:** “Family Feeling,” close-knit environment
  - **Dual Degree Program:** Especially prominent in Spanish Responses
  - **Student-Centered Approach:** Small classes, personal attention
  - **Academic Excellence:** Quality faculty, relevant programs

- **Student Responses**

- Small Class Sizes: 42% cite it as a primary reason
- Dual/Triple Degrees: 70% of Mexican students mentioned it
- Community Feel
- Financial Aid



## UIW's Top Current Strengths

### • Faculty/Staff

- Service Commitment: **61.9%**
- Personal Attention to Students: **61.1%**
- Catholic Identity/Mission: **57.7%**
- Academic Portfolio: **49.2%**
- Global Reach: **28.8%**

### • Students – What UIW Does Best

- Faculty Accessibility: **69.4%**
- Quality of Programs: **53.2%**
- Community Service: **36.2%**
- Online Flexible Options: **34.9%**



## Top Challenges

- **Faculty/Staff**

- Financial Sustainability: **69.0%**
- Infrastructure Needs: **54.2%**
- Enrollment Growth: **53.4%**
- Faculty/Staff Retention: **48.4%**
- External Factors: **32.8%**

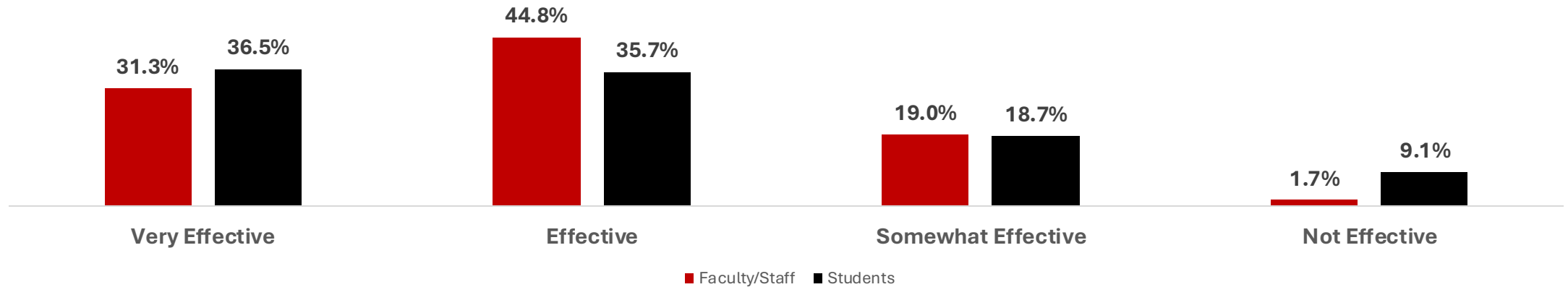
- **Students**

- Cost/Financial Concerns: **69.4%**
- Course Availability/Scheduling: **52.8%**
- Work-Life-School Balance: **50.6%**
- Campus Facilities: **31.1%**





## Support for Underrepresented and First-Generation Students



Rating	Faculty/Staff	Students
Very Effective	109 (31.3%)	84 (36.5%)
Effective	156 (44.8%)	82 (35.7%)
Somewhat Effective	66 (19.0%)	43 (18.7%)
Not Effective	6 (1.7%)	21 (9.1%)



## Top 5 Priorities for UIW's Success

### • Faculty/Staff

- Improve Student Academic Success: **70.1%**
- Increase New Student Enrollments: **61.4%**
- Improve Career/Graduate School Outcomes: **44.4%**
- Develop External Partnerships: **41.5%**
- Create Seamless Internal UIW System: **38.9%**

### • Students

- More Financial Aid/Affordability: **68.5%**
- More Internships/Hands-On Experiences: **53.2%**
- Better Job Placement/Career Outcomes: **43.8%**
- Improve Graduation Rates/Academic Support: **34.5%**
- Enhanced Campus Life: **33.6%**



# Creating One Word: Global Integration Success

- **Assets for Global Excellence**

- Multiple campuses are already operational in the US and Mexico
- Bilingual capabilities throughout the system
- Global Online platform reaching worldwide
- 145+ international partnerships
- Diverse student body representing multiple countries

- **Current State: Opportunities**

- Address communication gaps as a barrier
- Enhance integration between campuses
- Improve compatibility of technology systems
- Address "us vs. them" mentality between campuses

- **Requirements for Integration**

- Unified Systems: Technology, administrative, and academic
- Mobility Programs: Faculty/student exchanges
- Cultural Integrations: Respect differences while building unity
- Leadership Alignment: "One Word" in practice, not rhetoric

***"We can no longer afford to be siloed."*** (Faculty/Staff response on UIW Integration)



## Vision for UIW 2031: Community Aspirations

### • Faculty/Staff – Vision Themes

- Academic Excellence and Recognition: **68.0%** - “Premier Catholic University”
- Catholic Identity and Values: **65%** - Faith-Based Leadership
- Global Institution: **45%** - International Reach With Local Impact
- Student Success: **42%** - Social Mobility Engine
- Health Professions: **35%** - Regional Healthcare Leader

### • Students – Vision Themes

- Academic Excellence: **17.9%**
- Career/Job Success: **15.6%**
- Community/Support: **10.4%**
- Prestige/Reputation: **9.2%**
- Catholic/Faith Identity: **7.5%**