Unit Presentation Requirements

The following items are required materials for the unit presentations. The units presented to the committee and questions were encouraged. The units provided additional or supplemental information as deemed appropriate.

- General Information to “Tell Your Story”
  - How unit aligns to University goals
- Organizational Chart and Position / Staffing Information
- Opportunities and Strengths
- What is going well? What requires improvement?
- Key Performance Indicators, Benchmarks, and Surveys
- Five Year Financial Pro-forma
- Reserves and Balances

Goals and Initiatives

- The Office of Inclusive Excellence presented a powerful sense of their purpose and role within the institution. The department clearly identified and articulated initiatives that are aligned with overall University goals and their impact. These areas include campus climate, recruitment & retention, assessment & accountability, cultural intelligence, community engagement, student engagement, and stewardship. There is an ongoing assessment of initiatives utilizing institutional data, external reviews, best practice reviews, and action research to facilitate continuous and consistent progress.

- At just three years old, the Office of Inclusive Excellence has a robust and complex framework for their mission, vision, and goals. As the department continues to evolve, utilizing the given assessment tools, it is recommended to simplify the mission to provide further clarity of purpose, role, and intent to all university stakeholders.

- Several milestones were noted since the office launched in 2019. These included the establishment of the Inclusive Excellence Advisory Board, implementation of the Campus Climate Survey, adding the university’s ombudsperson and restorative justice program into the office organization, and ongoing rapport building with community constituents.

- The Office of Inclusive Excellence outlined an ambitious one-year Roadmap to address some identified challenges and opportunities within resources, programs & services, and grant development.
Organization

- **Overall:** During the overall presentation, it was clear that this division was created and operates with the intention to support the entire institution, especially with the information shared showcasing their model and ecosystem. It was also clear that the division works in partnership with many internal departments and external partners.

- **Staff:** While the presenter, Myron Anderson, introduced his team, the organizational chart did not indicate which initiatives fall under which team member. It is clear what the Director of Restorative Justice and the University Ombuds do, but the additional information under the other team members would be helpful in gaining a better understanding of their services and expertise. Inclusive Excellence only has 6 total full-time equivalent (FTE) positions. They clearly have a vision for expanding to include 3 new positions in the next couple of months and provided description of their areas for growth: campus climate, recruitment & retention and cultural intelligence.

- **Financial:** The financial information presented was useful to understand how the division’s resources have been used. It would have been helpful to have a clearer understanding of the resources needed to secure a new Vice President position, set up the office, and fund initial costs to better understand this unique division’s actual startup costs.

Operations

- Since the inception of the office, the staff have been able to quickly accomplish several positive milestones: creating the Stealth Recruitment Portal, executing the first campus wide Campus Climate survey, developing an Inclusive Excellence Scholarship program, creating the Tenure Track Networking Club, and establishing a Restorative Justice Office.

- The office seeks to increase cultural intelligence within the UTSA and San Antonio community through campus-wide collaborations for history and heritage month programming, racial injustice initiatives. The Hispanic Heritage and Black History Months have increased their programming in both number of events and attendees. Another initiative to decrease racial injustice and increase cultural awareness include the addition of DEI training within the required Compliance Training for all faculty and staff.

- An important part of their work is to elevate the recruitment and retention of diverse faculty and staff. The Office of Inclusive Excellence is achieving this through the implementation of the Stealth Recruitment Portal and the Tenure Track Networking Club. The efforts in this area have led to a 38% increase in underrepresented minority faculty.

- The Office of Inclusive Excellence, in its short tenure on campus, has done a good job creating connections and developing collaborations to increase the programming efforts on campus in the areas of diversity, equity, and inclusion.
Finance

- The Office of Inclusive Excellence had a total unit expense of $944,368 in FY 2021, and it is expected to increase to $1,023,995 and $1,442,104 in FYs 2022 and 2023, respectively. The largest component of expenses is salary and benefits, comprising 87%, 88%, and 75% of total unit expenses in 2021, 2022, and 2023. The growth in expenses in 2023 appears to come partly from increases in salary (possibly assuming the Assistant Director is hired) and an additional $100,000 on the Climate Inquiry Initiative. Inclusive Excellence has no anticipated revenues, and no current grant funding. Expenses are covered through a permanent budget and funding provided by the Office of the President.

- Following the presentation, the committee questioned whether the Climate Inquiry Initiative is tied to or different from the Campus Climate Survey, because it was not clear why the Climate Inquiry Initiative does not appear in prior years. It was suggested that the $100,000 figure was a placeholder, but more details need to be provided to clarify whether and how these line items differ.

- The non-salary costs seem to vary widely for different years. In FY 2020, the largest non-salary expense was $144,947 for student engagement and education. That expense is only $2,411 in FY 2021 and $1,000 in FY 2022, then it increases to $150,000 in FY 2023-2024. There is not enough clarity to evaluate whether these expenses are too little, too much, or in fact how they are being spent.

- As the unit is small and new, we recommend tying all costs (including salary) to programs and measurable outcomes (e.g., ROIs). Once these ROI or similar metrics are available, the frequency of programs and initiatives like the Climate Survey could be evaluated. The unit may also want to provide additional details on potential grant funding for future expenses and how that builds into program sustainability. The office should also consider using student staff (work-study) to assist with office work or programming.

Assessment

- Overall, Inclusive Excellence does an excellent job assessing our campus climate and future areas of opportunity. We were impressed with the campus climate survey and the promising way that the data will be deployed. Inclusive Excellence also does a very good job of benchmarking itself against peer and aspirant institutions. They know where UTSA stands in relation to them and have the data that will help us track future progress. As a young unit, we look forward to seeing how Inclusive Excellence will act on the data collected.

- We encourage the unit to identify more benchmarks for its own success, including benchmarks it publicizes beyond those related to URM community members, and utilize data collected by offices such as People Excellence and the Provost’s Office to expand on its early successes.

- The unit provides assessment for campus. It has proposed that campus-wide metrics in diversity can be claimed by this unit, yet it should be noted that not all diversity and inclusion
efforts are originated in the unit. A more precise assessment might be needed to truly capture its key performance indicators. There are opportunities to collect more data within the office.

- While little was presented on the results of exit interview responses, for example, we are confident that the culture of continuous improvement is strong in Inclusive Excellence and that they are strategizing to act on this. We were somewhat disappointed that the office relies on the Provost’s Office to track the number of URM faculty who have received offers from other institutions and left UTSA versus been retained. This is an important number to the Office and this meeting provides them the opportunity to consider tracking this important metric.

- While Inclusive Excellence has done a very good job of tracking wins and progress, we believe an area of opportunity would be to define some benchmarks or best practices. Such goals would assist in the utilization of the data collected. Given our status as an HSI and MSI, especially one defining itself as a Hispanic Thriving Institution, such benchmarks and practices should surpass expectations of only the most aspirant of institutions in this area, but that should not keep us from tracking toward that direction.

- We believe that assessment data could be collected from the affinity groups and that they should play a role in assessing the work of UTSA in the area of inclusive excellence. This is especially true for affinity groups that remained under represented during the presentation (LGBTQIA+ and veterans, for example).
OFFICE OF INCLUSIVE EXCELLENCE

Operational Review
January, 2022
Serve as the synergistic point to operationalize Inclusive Excellence thus creating an environment where students, staff, and faculty can thrive.

- Embedding practices and philosophies that encourage diversity in every aspect of an organization (Kathleen Nalty, 2007)
- Increasing cultural intelligence by promoting an inclusive community of learners
- Promoting awareness and appreciation of multicultural perspectives
- Establishing policies, programs and resources to advance Inclusive Excellence
- Encouraging institutionalization of systemic practices and philosophies, thus generating broader outcomes
- Promoting diversity in the formal and informal curriculum, campus climate and student learning and development (Banks, 2009; Williams, Berger and McClenden, 2005)
Meet the Team

Myron Anderson, Ph.D.
Vice President

Traci Guinn Buckley, Ed.D.
Assistant Vice President

Cynthia Arreola
Chief of Staff &
Assistant Director of
Strategic Initiatives

Feiyi Ring
Administrative
Services Officer II

Robert Rico
Director of Restorative
Justice

Donna Edmondson
University Ombuds

https://www.utsa.edu/inclusiveexcellence/leadership/team.html
Inclusive Leadership

High Performance Teams  Highly Flexible  Committed  Collaborative  Courageous

https://www.utsa.edu/inclusiveexcellence/our-approach/inclusive-leadership.html
Inclusive Excellence Ecosystem

https://www.utsa.edu/inclusiveexcellence/our-approach/ecosystem.html

(Anderson, 2017)
**Milestones**

**BUILDING THE DIVISION**
- Hired Inaugural Vice President and establish Office of Inclusive Excellence (IE)
- Hired the staff (3FTE) to operate the Office of Inclusive Excellence
- Integrated University Ombuds to the division

**ESTABLISHING THE FRAMEWORK**
- Conducted a listening tour
- Established the IE Advisory Board
- Magnified Affinity Groups
- Presentation tour on Inclusive Excellence to create institutional buy-in
- Developed external partnerships with national, regional and state organizations in the diversity, equity and inclusion space

**STAFF**
- Hired the Assistant Vice President for Inclusive Excellence

**ADVANCING INCLUSIVE EXCELLENCE**
- Created the Stealth Recruitment Portal
- Developed Inclusivity Statement
- Increased UTSA’s participation in the San Antonio MLK March by 200%
- Established the Peace Center
- Executed the first campus-wide Campus Climate Survey
- Conducted institutional Diversity Inventory
- Developed an Inclusive Excellence Scholarship program

**STAFF**
- Hired Restorative Justice Director

**ADVANCING INCLUSIVE EXCELLENCE**
- Continued relationship development with with SREB, AAAED, HACU, and NADOHE
- Creation of Tenure Track Networking Club
- Executed the Student Experience Survey
- Establishment of Restorative Justice Office
- Presentation of Campus Climate results
- Continue developing external partnerships in the community
- Developed an institution-wide Hispanic Heritage Month program
- Developed an institution-wide Black History Month program

**2019**

**2020**

**2021**
UTSA Impact

Build capacity, knowledge, and a framework creating the intellectual engine to advance Inclusive Excellence.

Provide national and regional visibility further linking UTSA to the San Antonio community.

Provide structure and coordination to new and existing campus policies, processes, programs and initiatives.

Partner and collaborate with university entities to advance Inclusive Excellence.
Inclusive Excellence Advisory Board

- Designed to address issues related to diversity, equity and inclusion.
- Goal to maintain a welcoming and inclusive environment.
- Recommends policies and processes.
- 40 Student, faculty and staff representatives from across campus.
- Develop tasks forces and committees to align with institution needs.

https://www.utsa.edu/inclusiveexcellence/our-approach/advisory-board/index.html
Signature Events/Programs

- Martin Luther King Jr. March
- Cesar E. Chavez Lecture
- Martin Luther King Jr. Lecture
- Women’s History Month
- Black History Month
- Hispanic Heritage Month
- Cesar E. Chavez March
- Pride Month

https://www.utsa.edu/inclusiveexcellence/programs/events/
Affinity Group Support

01 Promote a sense of belonging for employees and providing a community.

02 Encourage the formation of new affinity groups. Currently have 14 affinity groups.

03 Connect affinity group leaders.

04 Serve on the Inclusive Excellence Advisory Board.

05 Provide resources to affinity groups.

06 Rely on group experiences and expertise to inform university resources and policy.

https://www.utsa.edu/inclusiveexcellence/our-approach/advisory-board/index.html
**Student Engagement**

01. Manage the Presidential Inclusive Excellence Scholarship program.

02. Hold various gatherings, conversations and circles regarding social and justice issues for students.

03. Serve as mentors and organizational advisors for current students/organizations.

04. Provide presentation and trainings to student organizations.

05. Proactive in providing students/student leaders the opportunity to get involved in IE initiatives and programming.

06. Support and engage with student organizations and events.

07. Meet with student leaders on a monthly basis.

08. Developed the student experience survey that will be conducted every 3 years.
University Ombuds Office

Identified Themes

- Work Environment 38%
- Performance Management 26.5%
- Incivility 24.5%
- University Policy 6.5%
- Behavior and Ethics 4.5%

Informal

Confidential

Independent

Impartial

Annual Contacts

https://www.utsa.edu/ombuds/faculty-and-staff.html
Restorative Justice Office

Definition

Restorative justice is a way to prevent or respond to harm in a community with an emphasis on healing, social support, and active accountability. RJ includes a variety of practices with many rooted in indigenous and religious traditions. Some practices help prevent harm by helping people build relationships and strengthen community.

Principles

- Relationship and interconnectedness
- Inclusive decision-making
- Active accountability
- Repairing harm
- Rebuilding trust
Institutional Goal: Increase Recruitment of Diverse Faculty

Investment: Since 2019 invested approximately $14,000 in recruitment and retention.

Measurement of Success: Since the reengineering we have averaged 32% per year. This data started being captured in 2020.

UTSA welcomed the most diverse cohort of tenured/tenure-track (T/TT) faculty members in its history during the 2021-2022 academic year. Here is the demographic data on the T/TT faculty members who joined UTSA this fall.

- 2020- 28% increase in underrepresented minority faculty
- 2021- 38% increase in underrepresented minority faculty

https://www.utsa.edu/inclusiveexcellence/programs/retention/index.html
Institutional Goal: Increase the Institutional Cultural Intelligence.

Investment: Approximately $9,000 in advancing institutional cultural intelligence since 2019.

Measurement of Success: One of the few University’s in the country that offer a recommended comprehensive cultural Intelligence professional development program. Received greater than 98% completion rate of the diversity and inclusion professional development modules.

99% of UTSA employees have completed compliance training.

Participants in Coping on the Fly and Community Conversations.

Faculty and staff have been trained on microaggression awareness.
Institutional Goal: Improve Campus Climate

**Investment:** $148,837 since 2019 in campus climate initiatives.

**Measurement of Success:** UTSA first Campus-wide comprehensive Climate Survey. Received a 56% response rate which is 15% higher than the national average for Higher Education first time survey administers.

**449** Ombuds Contacts in FY20

**685** Ombuds Contacts in FY21

**56%** Campus Climate Survey Response Rate

**12%** Student Experience Survey Response Rate
FY 2020 Program Cost

Total Program Cost: $334,577

- Building the division of VPIE: $15,511 (5%)
- Campus Climate: $91,168 (27%)
- Assessment and Accountability: $30,421 (9%)
- Cultural Intelligence: $1,998 (1%)
- Recruitment and Retention: $11,775 (3%)
- Student Engagement and Education: $15,634 (5%)
- Community Engagement: $23,123 (7%)
- Program Supporting Expenses: $15,511 (5%)

Total cost includes $100K Student Scholarship Program developed by VPIE, funded by the President's Office.
FY 2021 Program Cost

$100K Student Scholarship Program developed by VPIE in FY 2020 was moved to Financial Aid Office in FY 2021
**FY 2022 Program Cost Projection**

- **Building the division of VPIE**
- **Campus Climate**
- **Assessment and Accountability**
- **Cultural Intelligence**
- **Recruitment and Retention**
- **Student Engagement and Education**
- **Community Engagement**
- **Program Supporting Expenses**

**Total Program Cost Projection**  $121,390
2 Years Total Program Cost Projection (FY 23 – FY 24) Total $709,000

- Building the division of VPIE: $50,000 (7%)
- Campus Climate: $50,000 (7%)
- Assessment and Accountability: $50,000 (7%)
- Cultural Intelligence: $89,000 (13%)
- Recruitment and Retention: $250,000 (35%)
- Student Engagement and Education: $30,000 (4%)
- Community Engagement: $40,000 (6%)
- Program Supporting Expenses: $150,000 (21%)

2 Years Total Program Cost Projection $709,000 ($354,500 annually)
Key Takeaways

• Division established in 2019, new budget with limited reserves
• Reserve Balance in FY 2022 will be used for the Student Experience Survey
• We don't expect to have any reserves in the future
Current and Projected Program Cost

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 20</th>
<th>FY 21</th>
<th>FY 22</th>
<th>FY 23</th>
<th>FY 24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building the division of VPIE</td>
<td>$23,123</td>
<td>$1,531</td>
<td>$1,391</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Campus Climate</td>
<td>$30,421</td>
<td>$70,064</td>
<td>$88,750</td>
<td>$44,500</td>
<td>$44,500</td>
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<tr>
<td>Assessment and Accountability</td>
<td>$91,168</td>
<td>$29,342</td>
<td>$11,666</td>
<td>$125,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Cultural Intelligence</td>
<td>$1,998</td>
<td>$3,250</td>
<td>$4,930</td>
<td>$15,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>Recruitment and Retention</td>
<td>$11,775</td>
<td>$2,148</td>
<td>$1,000</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Student Engagement and Education</td>
<td>$144,947</td>
<td>$2,411</td>
<td>$1,000</td>
<td>$75,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>$15,511</td>
<td>$3,521</td>
<td>$6,200</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td>Program Supporting Expenses</td>
<td>$15,634</td>
<td>$5,853</td>
<td>$6,453</td>
<td>$25,000</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>Total Program Costs</strong></td>
<td><strong>$334,577</strong></td>
<td><strong>$118,119</strong></td>
<td><strong>$121,390</strong></td>
<td><strong>$354,500</strong></td>
<td><strong>$354,500</strong></td>
</tr>
</tbody>
</table>

- Current expenses covered through permanent budget & funding provided by the president's office.
- Note – $100,000 in FY20 was funding from the President which then moved to Financial Aid for Scholarships.
- FY 23 and FY 24 projected program cost increase will be spent on developing different initiatives.
- Increased funding need hasn't been approved and will be discussed with the University Leadership.
Interactive Web Portal

• The Inclusive Excellence web portal was launched in May 2019.

• Since inception the Inclusive Excellence Homepage www.utsa.edu/inclusiveexcellence has received 4,803 page views, 18,525 entrances, and 36,594 users. The Web Portal also received many national and international entrances as the Institutions from across the world are recognizing this resource.

• Inclusive Excellence Resources page www.utsa.edu/inclusiveexcellence/resources/what-we-can-do.html had 3,958 page views.

• Inclusive Excellence Leadership Team page www.utsa.edu/inclusiveexcellence/leadership/team.html had 2,190 page views.
Web Portal - Microsites

- Campus Climate Survey
- Student Experience Survey
- Tenure Track Networking Club
- Diversity in COVID-19
- Diversity Inventory
- Impacting Racial Injustices
- MLK March
Assessment and Guidance

- Institutional Data
- External Reviews
- Best Practice Reviews
- Action Research
Assessment & Guidance

• Institutional Data:
  • Ombuds Office
  • Equal Opportunity Systems (EOS)
  • Office of People Excellence
  • Office of Restorative Justice
  • University Compliance
  • Student Services
  • Office of the Provost
  • Research
  • Compliance

• Action Research
  • Faculty and Staff Research Activity
  • Faculty published work

• Best Practice Reviews
  • Information received from Webinars and National Conferences
  • Information received from Professional Development Activities

• External Reviews
  • DE&I Nationally Ranked Programs
  • Campus Climate Survey National Benchmarks
  • Institutional Policy, Process and Program Growth
Performing “Hispanic Thriving Institution” research provided the initial framework thus leading to this becoming an institutional initiative as there is now a Hispanic Thriving Institution campus-wide council in place.
How we Measure Success

Diversity Inventory

Building a Strong DEI Foundation
Next Steps on the Journey to Inclusive Excellence at The University of Texas San Antonio (UTSA)
April 2021

PREPARED FOR UTSA BY
Darrin A. Williams, PhD
Kandy Ing, PhD
Dolathy Gandhi, BS
Saliee Inooky, PhD
Katte Schraut, PhD
Dara Astana, BA
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CENTER FOR STRATEGIC DIVERSITY LEADERSHIP & SOCIAL INNOVATION
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https://www.utsa.edu/inclusiveexcellence/programs/diversity-inventory/

Campus Climate Survey

ModernThink
2018 UTSA Campus Climate Survey - Let Your Voice Be Heard
The University of Texas at San Antonio
Response Distribution Report

ModernThink
https://www.utsa.edu/inclusiveexcellence/programs/climatesurvey/

https://www.utsa.edu/inclusiveexcellence/programs/diversity-inventory/
Demographic Benchmarking

This initiative engaged in a strategic DEI benchmarking review as to provide a 100,000-foot view of faculty, leadership, and student demographic profiles at the 10 national peer institutions and six in Texas. Study limitations include the fact that no institutional comparison is perfectly apples-to-apples and that the latest data from IPEDS was current only through the 2018/19 school year.

Peer Institutions

- University of Texas at Austin
- Florida International University
- George Mason 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
- Arizona State University

The Center for Strategic Diversity Leadership and Social Innovation, www.drdamonawilliams.com
Key Findings

Undergraduate Diversity

• UTSA was near the top of national peers in terms of undergraduate student representation of Hispanic/Latinx students (ranked #2 at 56.56%) and underrepresented minorities or URM (ranked #2 with 65.76%).
• UTSA falls in the middle in terms of Asian (#4, 5.86%) and in non-resident, or international, students (#6, 1.72%).
• UTSA ranks in the middle in terms of students who identify as Black (#5, 8.85%).
• UTSA ranks #2 among Texas peers in terms of women studying in STEM (#2, 9.00%), although the percentage of women in STEM is low across the board at all institutions in these analyses.

Tenure-Track Faculty Diversity

• UTSA is tops among national peers in terms of tenure-track Hispanic/Latinx faculty (#1, 15.94%) and URM faculty (#1, 19.56%).
• UTSA is ranked second in terms of Asian faculty (#2, 19.32%).
• UTSA falls in the middle of the pack in terms of Black faculty (#6, 3.06%).
• UTSA is ranked last in terms of women faculty (#11, 32.85%).

National Management Diversity

• UTSA is tops among national peers in terms of management diversity with regards to leaders who identify as Hispanic/Latinx (#2, 33.81%) and as URM (#2, 40.29%).
• UTSA comes in last in terms of Asian leaders (#11, 3.36%).
• UTSA is ranked near the bottom in terms of percentage of leaders who are Black (#8, 6.24%).
• In terms of women in leadership, UTSA falls in the middle of the pack (#5, 58.03%).
It is apparent that UTSA is one of the most diverse institutions in the country among peers, particularly as a Hispanic and Latinx serving institution. UTSA’s levels of diversity in terms of Hispanic/Latinx students, faculty, and management is strong across the board. Notably, equity gaps continue to exist when looking at the difference between the percent of Hispanic/Latinx student and Hispanic/Latinx faculty. The university is also near the top in terms of women in leadership in the state of Texas, although it falls more towards mid rankings nationally. Some of the greatest challenges revealed by these analyses center on six-year graduation rate rankings, women tenure-track faculty, and women studying in the STEM disciplines. All these are important areas for building capacity as UTSA moves forward institutionally to drive inclusive excellence with its aligned DEI strategy.
In the fall of 2020 UTSA partnered with Modern Think, LLC to conduct the first comprehensive Faculty and Staff Campus Climate Survey. This survey was designed to gather your perspectives and suggestions regarding UTSA’s workplace environment and serve as a benchmark in the quest to improve the overall campus climate.

The University of Texas at San Antonio 2020 UTSA Campus Climate Survey - Let Your Voice Be Heard Topline Survey Results

Sent: 3687
Respondents: 2076
Response Rate: 56.3%

*56.3% response rate ranks in the top percentile of first time survey deployment
# Key Findings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Peer Benchmark Positive</th>
<th>Faculty Positive</th>
<th>Staff Positive</th>
<th>Admin. Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overall, my department is a good place to work.</td>
<td>81</td>
<td>78</td>
<td>76</td>
<td>87</td>
</tr>
<tr>
<td>2</td>
<td>This institution places sufficient emphasis on having diverse faculty, administration and staff.</td>
<td>83</td>
<td>70</td>
<td>75</td>
<td>74</td>
</tr>
<tr>
<td>3</td>
<td>At this institution, people are supportive of their colleagues regardless of their heritage or background.</td>
<td>83</td>
<td>71</td>
<td>75</td>
<td>81</td>
</tr>
<tr>
<td>4</td>
<td>This institution has clear and effective procedures for dealing with discrimination.</td>
<td>81</td>
<td>65</td>
<td>77</td>
<td>75</td>
</tr>
<tr>
<td>5</td>
<td>The institution takes reasonable steps to provide a safe and secure environment for the campus.</td>
<td>83</td>
<td>78</td>
<td>81</td>
<td>86</td>
</tr>
<tr>
<td>6</td>
<td>All things considered, this is a great place to work.</td>
<td>82</td>
<td>62</td>
<td>71</td>
<td>79</td>
</tr>
</tbody>
</table>
The Campus Climate Survey received a 56% response rate, approximately 20% higher than the national average for a first time survey deployment. This provides UTSA with a very rich data set to inform strategy going forward. Moreover, there were three themes that may serve as areas of focus.

1. Reground UTSA in the mission, vision, and values
2. Address staffing capacity and workload issues
3. Respond to concerns around compensation

UTSA received an overall ranking of a “Good Place to work” which is one step lower from the classification of a “Great Place to Work.” The campus climate survey serves as a roadmap to maintain the good things that are being done today and use data to identify and inform institution strategy in the quest to become a ”Great Place to Work” in the future.
<table>
<thead>
<tr>
<th>Activity</th>
<th>Outcome</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLK March with San Antonio</td>
<td>Over 700 UTSA participants in the 2019 march</td>
<td>Prior years UTSA's greatest participation rate was 350. This results in a 100% increase.</td>
</tr>
<tr>
<td>Diverse Faculty Recruitment</td>
<td>28% URM increase in 2020</td>
<td>This increase aligns with ranking #1 against our peers from the Diversity Inventory initiative research.</td>
</tr>
<tr>
<td></td>
<td>38% URM increase in 2021</td>
<td></td>
</tr>
<tr>
<td>Campus Climate Survey</td>
<td>56% completion rate of the campus climate survey.</td>
<td>This ranks in the top percentile of first time survey deployment, according to Modern Think, LLC.</td>
</tr>
<tr>
<td>Interactive Web Portal</td>
<td>Crested a virtual space to transfer knowledge, promote awareness, communicate a vision, market activities, and include faculty, staff and student ideas in the quest to advance Inclusive Excellence at UTSA.</td>
<td>In reviewing the dramatic growth of the program attendance, awareness, faculty recruitment, education, affinity group increase, regional and national virtual engagement demonstrates Web Portal impact.</td>
</tr>
<tr>
<td>Professional Development</td>
<td>Greater than 95% of UTSA faculty and staff completed the diversity, equity, and inclusion training.</td>
<td>Institutional DEI trainings typically have a completion rate of less than 50%.</td>
</tr>
<tr>
<td>Institution-wide Programs Community Involvement</td>
<td>Developed institution-wide programs that had not existed and/or expanded their scope and reach to the UTSA community and beyond. Served on community, regional and national Boards and organizations.</td>
<td>Development/expansion of the program categories Campus Climate, Awards and Scholarships, Signature Events, Black History and Hispanic Heritage Months, providing the implementation of approximate 15 programs. In addition, have introduced UTSA and the work taking place to the national, regional and community stages.</td>
</tr>
<tr>
<td>Inclusive Excellence Advisory Board</td>
<td>Developed the creation of the advisory board. Implemented consistent meeting schedule to addresses issues related to inclusive excellence.</td>
<td>The creation of the Advisory Board, the 35 – 40 university-wide participation and the impact that they have had on initiatives, ie; campus climate survey, cultural intelligence, Hispanic Heritage Month, Black History Month, University-wide Diversity Awards, and the University Inclusivity Statement.</td>
</tr>
<tr>
<td>Affinity Group Program</td>
<td>Developed a robust Affinity Group program (14 affinity groups) designed to play a vital role in articulating their respective missions, promoting, and supporting the needs and goals of their various communities and UTSA.</td>
<td>Increased the number of active affinity groups from 5 to 14 from 2019 to 2022. Incorporated the groups systematically in the university recruitment, retention, and related university processes.</td>
</tr>
</tbody>
</table>
Partnership Impact

**Academic Affairs**
- Faculty Recruitment
- Faculty Retention and Mentorship
- Cultural Responsive Teaching Training
- Hispanic Thriving Institution Initiative

**Student Affairs**
- Student Experience Survey
- Microaggression Awareness Training
- Student Affinity Group Graduations
- Student Mentorship
- Community Gatherings

**People Excellence**
- Campus Climate Survey
- Inclusive Hiring Practices
- Microaggression Staff Training

**Institution Compliance**
- Compliance Training Redesign
- ADA Campus Impact Review

**Colleges**
- Diversity and Inclusion Advisory Councils
- Climate Inquiry for English Department
- Climate Inquiry ELPS Department
- Climate Inquiry for Political Science

**Athletics**
- Inclusive Excellence Advisory Board
- Student Athlete Training
- Microaggression Workshops

**Faculty & Staff Senate**
- Compliance Training Refresh
- Affinity Group Senate Inclusion
- Campus Climate Survey Question Design/Marketing

**Research, Economic Development & Knowledge Enterprise**
- Grant Development
- Opening access to new funding opportunities
Challenges and Opportunities

The inaugural Office of Inclusive Excellence, in only its third year, is off to an exciting start in the quest to advance Inclusive Excellence at UTSA. In order to continue to excel in the quest to create an environment where faculty, staff, and students can thrive, below are some challenges and opportunities that we should consider.

<table>
<thead>
<tr>
<th>Resources</th>
<th>Programs &amp; Services</th>
<th>Grant Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increasing resources to respond to University needs&lt;br&gt;• Move one-time funding to permanent funding&lt;br&gt;• Hire additional staff for: &lt;ul&gt;&lt;li&gt;program and communications support&lt;/li&gt;&lt;li&gt;grant development and project management&lt;/li&gt;&lt;li&gt;DEI resource development and training&lt;/li&gt;&lt;/ul&gt;</td>
<td>• Expand training opportunities to faculty, staff and students&lt;br&gt;• Increase capacity building and coaching to University teams and unit leaders&lt;br&gt;• Expand our cultural program portfolio</td>
<td>• Provide technical assistance to incorporate DEI elements in more grant applications&lt;br&gt;• Serve as partner on more grants&lt;br&gt;• Increase grant partnerships and gain national recognition</td>
</tr>
</tbody>
</table>
Our roadmap is grounded in continuing to support the Inclusive Excellence Ecosystem involving the expansion of positions, initiatives, resources, partnerships, and strategies to promote sustainability in 2022-2023.

Roadmap

CONTINUING TO INVEST IN OUR PEOPLE

January 2022
Expand our culture and heritage programs.

June 2022
Develop a nationally recognized residence program to develop Chief Diversity Officers for higher education.

September 2022
Create 3 new positions to hire in FY22-23

October 2022
Devise a plan to assist with increasing retention rates of underrepresented faculty, staff and student populations over the next 5 years.

November 2022
Expand grant technical assistance and grant development.

January 2023
Plan institutional inclusive excellence symposium.

January 2023
Revisit underrepresented faculty and staff recruitment and retention strategies to maintain success.
Questions
Additional Materials
# Inclusive Excellence Web Portal

## Sites

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<th>Entrances</th>
<th>% Δ</th>
<th>Pages / Session</th>
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<th>Avg. Session Duration</th>
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## Pages

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1 - 25/274
# External Partners

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<tr>
<th>MSU Denver</th>
<th>NAACP</th>
<th>Texas Diversity Council</th>
<th>Howard Hughes Medical Institute</th>
<th>UP Partnership</th>
<th>ModernThink</th>
<th>Association of Public and Land-grant Universities</th>
<th>Fisk University</th>
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<tr>
<td>Valero</td>
<td>SAPD Community Engagement Unit</td>
<td>Ministers Alliance</td>
<td>San Antonio Hispanic Chamber of Commerce</td>
<td>Southern Region Education Board</td>
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<tr>
<td>UT Health San Antonio</td>
<td>Texas A&amp;M San Antonio</td>
<td>University of Washington</td>
<td>NADOHE</td>
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<td>Alamo City Black Chamber of Commerce</td>
<td>Special Olympics Texas Committee</td>
<td>City of San Antonio</td>
<td>Rising Stars</td>
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<td>American Association for Access Equity and Diversity</td>
<td>Embrey Partners</td>
<td>SA Heals</td>
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<td>SA Heals</td>
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<td>Excelencia in Education</td>
<td>My Brother’s Keeper</td>
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### Expenses

#### Support Unit Expense Allocation

<table>
<thead>
<tr>
<th>Amount transferred out for Support Unit Expense Allocations</th>
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</thead>
<tbody>
<tr>
<td>FY 2020</td>
</tr>
<tr>
<td>Academic Support Unit</td>
</tr>
<tr>
<td>Administrative Support Unit</td>
</tr>
<tr>
<td><strong>Total Support Unit Expense Allocation</strong></td>
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</tbody>
</table>

#### Direct Personnel Expenses

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<thead>
<tr>
<th>Personnel Expenses</th>
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</thead>
<tbody>
<tr>
<td>FY 2020</td>
</tr>
<tr>
<td>Academic Support Unit</td>
</tr>
<tr>
<td>Administrative Support Unit</td>
</tr>
<tr>
<td><strong>Total Direct Personnel Expenses</strong></td>
</tr>
</tbody>
</table>

#### Direct Non-Personnel Expenses

<table>
<thead>
<tr>
<th>Non-Personnel Expenses</th>
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</thead>
<tbody>
<tr>
<td>FY 2020</td>
</tr>
<tr>
<td>Academic Support Unit</td>
</tr>
<tr>
<td>Administrative Support Unit</td>
</tr>
<tr>
<td><strong>Total Direct Non-Personnel Expenses</strong></td>
</tr>
</tbody>
</table>

### 5-Year Proforma with Projected Expenses (No Anticipated Revenues)

<table>
<thead>
<tr>
<th>Total Unit Expenses (Including Support Unit Expense Allocation)</th>
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</thead>
<tbody>
<tr>
<td>FY 2020</td>
</tr>
<tr>
<td>Academic Support Unit</td>
</tr>
<tr>
<td>Administrative Support Unit</td>
</tr>
<tr>
<td><strong>Total Unit Expenses and Support Unit Expense Allocation</strong></td>
</tr>
</tbody>
</table>

---

**Note:** Percentages and changes are calculated based on the previous year's figures. Actuals for FY 2020 are provided, but changes and projections for subsequent years are estimated. The merit increase for FY 2022 is applied to the salaries and benefits of employees. Projected expenses include assumptions for upcoming initiatives and programs.
## Operational Review Packet

### Name of Unit:
Inclusive Excellence

### College / Division:
Office of Inclusive Excellence

### Contact Name:
Myron Anderson

### Phone/Email:
myron.anderson@utsa.edu

### Type of Unit:

<table>
<thead>
<tr>
<th>Academic Support Unit</th>
<th></th>
<th>Administrative Support Unit</th>
<th>X</th>
<th>Auxiliary Unit</th>
</tr>
</thead>
</table>

### REQUIRED DOCUMENTS:

#### FIRST SUBMITTAL -

<table>
<thead>
<tr>
<th>General Information to &quot;Tell Your Story&quot;</th>
<th>X</th>
<th>Organizational Chart and Position Data</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain &quot;who you are&quot;, &quot;what you do&quot;, &quot;how you do it&quot;, and &quot;how it aligns to the destination &amp; strategic initiatives.&quot;</td>
<td></td>
<td>Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes</td>
<td></td>
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</table>

#### SECOND SUBMITTAL -

<table>
<thead>
<tr>
<th>Challenges / Opportunities</th>
<th>X</th>
<th>Key Performance Indicators / Benchmarks / Comparisons</th>
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</thead>
<tbody>
<tr>
<td>Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus</td>
<td></td>
<td>Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget / Actual Financial Data</th>
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<th>Explanation of Reserves</th>
<th>X</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections [Note: Template will be provided]</td>
<td></td>
<td>Provide details of current balances and practice of adding to reserves each year; Provide 3 years of prior growth and current projection</td>
<td></td>
</tr>
</tbody>
</table>

### Supplemental Information (Optional):

<table>
<thead>
<tr>
<th>Customer Surveys</th>
<th>X</th>
<th>Summary of current year results, along with changes over time</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Review Data</td>
<td>X</td>
<td>Summary of results from an external source, such as related to accreditation/assessment</td>
</tr>
<tr>
<td>Trending Data</td>
<td>X</td>
<td>Trend data showing how an operation has changed over time, explaining conclusions</td>
</tr>
</tbody>
</table>

### Describe Any Additional Information Provided (Optional):

### Routing and Approvals:

<table>
<thead>
<tr>
<th>Unit Director / AVP Signature:</th>
<th>Myron Anderson</th>
<th>Date: 1/25/2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name:</td>
<td>Myron Anderson</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Dean / VP Approval Signature:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printed Name:</td>
<td></td>
</tr>
</tbody>
</table>

* Include this cover sheet with the packet submitted to Operational Review Governance Committee