

General Meeting Minutes

Thursday, December 15, 2022 | 8:30-10:30 A.M. | Hybrid Meeting – North Paseo (NPB) 1.412/Zoom

8:30 a.m. Meeting Called to Order

- Present: Melissa Blanton, Anna Boyer-Chadwick, Stef Casper, Sara Cliffe, Clarisa De La Fuente, Victoria Downing, Jake Erney, Angel Espinoza, Jaime Fernandez, Matthew Fey, Julie Fisher, Amy Fritz, Brandy Garcia, Damaris Ibarra, Nnenna Ikwuagwu, Olamiposi Kolajo, Xavier Loreda, Sharon Martinez, Justin Marmolejo, Ty Middleton, Dominick Morales, Sapna Naik, Olinda Ongay, Cindy Orth, Amanda Perez, Veronica Salazar, Xavier Santos, Sara Tate, Norma Van Winkle, Drew Vincent
- Excused: Lisa Alonzo, Demetrius Johnson, Jenny Stokes, Wanda Guntz, Yasmín Codina, Jessica Vela
- Unexcused: Destiny Jones, Robert Ripley

8:32 a.m. UTSA Passings to Note

- [Dr. Barry McKinney](#) and Caitlyn Jaworowski
- Reminder to take care of yourself and about EAP Services: <https://www.utsa.edu/hr/eap/>

8:35 a.m. University Service Updates

- **Enriching Campus Wellbeing Steering Committee** – Victoria Downing
 - No updates
- **Faculty Senate** – Justin Marmolejo
 - Faculty Senate met on 12/1, and the primary focus was Dr. Espy presenting the refresh plan for UTSA's Ten-Year Strategic Plan. There was no discussion on old business and no new business discussed.
- **Hispanic Thriving Initiative** – Amanda Perez
- **HOP Committee** – Jaime Fernandez
 - Voted on HOP 11.11 Hardware and Asset Management and HOP 11.12 on December 9, 2022
- **Inclusive Excellence Advisory Board** – Damaris Ibarra
 - Programming taking place in spring semester including the March, Black History Month, Diversity Excellence Awards (nominations including self-nominations are accepted and may include monetary awards)
- **Operational Review Committee** – Amy Fritz
 - Meeting this afternoon
- **Parking & Traffic Committee** – Estefania Casper, Wanda Guntz, Clarisa De La Fuente
 - No updates
- **Public Safety Advisory Committee** – Wanda Guntz
 - No updates
- **University Leadership Council** – Damaris Ibarra
 - Dr. Eighmy presented to the ULC about the Strategic Plan Refresh.

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- <https://www.utsa.edu/strategicplan/>
- **University Scholarships Committee** – Damaris Ibarra
 - No updates
- **Sustainability Council** – Jake Erney
 - No updates

8:42 a.m. Motion to vote on Staff Senate Minutes 11/17/2022 – Jake Erney, Parliamentarian

- Linked: [2022-11-17 Staff Senate General Meeting Minutes.pdf](#)
- Seconded by Amanda Perez; Vote: Yay: 9 in person, 15 online; No: 0; Abstain: 0
- Minutes approved.

8:43 a.m. Committee Updates

- **Communications** – Jake Erney
 - Waiting for event times to come in to start advertising
 - In January, will be working with Business Affairs to update the website
 - Contact Communications if you have something you want on the website and/or social media or complete the form through Teams
- **Community Outreach & Events** – Justin Marmolejo
 - Thank you for everyone who participated in Adopt-a-Family. If you have pictures, please share them.
 - Narrowed down a time frame for the Great Staff Appreciation between May 15 and May 26, 2023. Options: Sombrilla, HEB SU Ballroom, HEB SU Lawn, and a separate drive through event at the Downtown Campus. Awaiting the budget to finalize plans.
- **Elections** – Cindy Orth
 - Vacancy left by Diana Lomas, who left UTSA. The position is being filled. The next alternative has been contacted, and hope to solidify next week. This person will be in the position through August 2023 to fill the term.
 - Next semester, we will get a better idea about how departments will be organized at Downtown and SW School of Arts campuses, which will help determine representation across campuses. More to report in January.
- **Finance** – Angel Espinoza
 - Thank you for submitting your request forms
 - FY23 Budget Approvals
 - We had \$12,210.50 to work with.
 - Staff Appreciation and Scholarships: \$761.50
 - Health and Wellness: \$2,149.00
 - Community Outreach and Events: \$9,000.00
 - Executive Committee: \$300.00
 - If you have questions about cost saving measures, contact the Finance Committee

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- Question: Is there an opportunity to ask for more money now?
 - Let's start with what we have for now. If there is need, then we at least have documentation of what we were working with and how we have used the money. Due to cost increases and taking on these signature events, we may have an opportunity to ask for more funding from Veronica. That will not guarantee additional funds, though. Please use the funding you have, and we will communicate with Veronica if needed.
 - Concern is that it was difficult to use the past few years for data of how many people participated in Great Staff Appreciation, due to the pandemic and remote work. This year will be a better indicator of how many people will participate and the funding needed for the event.
- Question: Will the document be shared in Teams?
 - Yes. In Finance Committee channel > [121222 Budget Request Review Approvals.pdf](#)
- **Health & Wellness**
 - Save the date for March 25, 2023 for RowdyGames (estimated time: 9am to noon)
- **QIC – Sapna Naik**
 - [QIC Progress](#)
 - Sick leave donation – Sara Cliffe
 - Questions about donating to the sick leave pool. We have two ways to donate sick time: (1) General pool. You have to be a current employee to donate. It goes into a pool to provide qualifying employees with time. There is a limit of 720 for receiving employees, and receiving employees must have exhausted their own sick time. (2) Direct donation. Employee can specify a specific individual. The same general rules apply about using your own sick time. There are tax implications for employee-to-employee donation for donated hours. Reach out to the benefits team in People Excellence if you have questions.
 - A&P Comp Time – Jaime Fernandez
 - Concern brought up that A&P does not have comp time. UT System does allow, but UT institutions do not. Question: Do we want to pursue this further?
 - Performance evaluation and merit – discussion at end of meeting
- **Staff Appreciation & Scholarships – Sharon Martinez**
 - Individual winner: John Colston. The committee will update Staff Senate about the upcoming award ceremony.
 - <https://www.utsa.edu/staffsenate/Appreciation.html>
 - [Communication template](#) - share within your department to call for individual and team nominations

9:08 a.m. **Strategic Plan Refresh 2022-23** – Veronica Salazar, Senior Vice President of Business Affairs

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- Slides are included at the end of the minutes
- The Strategic Plan for 2018-2028 started in 2017. The UT System requires looking at the plan every 5 years. We are building the momentum for the Strategic Plan Refresh now. Refresh refers to adjustments, not brand new things.
- We have three [destinations](#), and within each destination are [initiatives](#). [Progress](#): Some of these initiatives are completed, many are in progress, and a few are upcoming.
- Regarding staff, there has been a 4% (~100) reduction in number of staff from 2017 to 2022. This was in part due to Reduction in Force in 2020. Since then, though, the trend is showing an increase in staff members each year. In addition, many part time positions have been converted to full time. We have 198 open positions posted for staff.
- Staff and Staff Senate have contributed to the strategic plan and to these destinations.
- Why do we need to refresh? What is the new normal, what lessons did we learn from the pandemic, and what do we need to be successful?
- Strategic Plan Refresh was launched at the town hall on November 28, 2022. Video: <https://youtu.be/5CBwsCTAe3w>
- There will be a structure to provide feedback through town halls and surveys. The refresh process is meant to be collaborative and to get input from staff.
- A modified version of the University Leadership Council will be the Strategic Plan Refresh Steering Committee, which includes leaders from several areas. The Chair of Staff Senate is a member of the Committee.
- Timeline: Town Halls will start in early 2023. A revised draft will be compiled with community feedback and then shared with the UT Board of Regents
- Email strategicplanning@utsa.edu. Visit <https://www.utsa.edu/strategicplan/>
- <https://www.utsa.edu/strategicplan/strategic-plan-refresh/>
 - [Strategic Plan Refresh brief](#)
- Questions and discussion
- Question about educational benefits, and students who are staff members, and putting them as staff members first, rather than as students.
 - Plan is for a sub-group between People Excellence and Staff Senate to work on this. There was staff turnover which caused a delay but Veronica is committed to this initiative.
 - Damaris had a conversation with Veronica about this, and Damaris will be meeting with People Excellence Friday, December 16 to follow up.
 - Question about what are the requirements to qualify for educational benefits and whether the number of hours required (6) will be looked at.
 - Yes, the working group will look at this and provide recommendations.
 - If you or other staff members have concerns, questions, or additional information about educational benefits, please email UTSAStaffSenate@utsa.edu
- Veronica and Damaris will meet again in January about Staff Senate priorities
- Another question about up to 32 hours of administrative leave.
 - Who to send questions to? People Excellence.
 - Veronica asked for feedback about this addition.

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- Staff members are appreciative.
- The program will be in effect on January 1 and does have to be taken by the end of the fiscal year (August 31, 2023). It is a separate leave category. It is associated with your merit ranking.
- Is this planned on a yearly basis? Time off is part of the compensation strategy. They may review how and when it is administered.
- New staff members will not receive this because they didn't go through the performance evaluation process yet. Remember, everyone has their floating holiday that they can use.
- Veronica wishes staff a great holiday break. Have time to recharge and take stock of how blessed we are and all the great things you want to do in the new year. Take some with your loved ones and come back refreshed. Veronica shared a token with in-person Staff Senators.

10:00 a.m. General announcements, discussion, and reminders

- Spring semester events: Roadrunner Days: <https://roadrunnerdays.utsa.edu/>, Rowdy Games, Great Staff Appreciation
- Performance evaluation and merit discussion
 - [Performance evaluation](#) on People Excellence website
 - [Merit information](#) on People Excellence website
 - Merit-based salary increases
 - Role model (4.5-5) = 2.1% increase
 - Exceeds expectations (3.5-4.49) = 1.95% increase
 - Meets expectations (2.5-3.49) = 1.8% increase
 - Paid-time off awards (administrative leave hours must be used between 1-1-2023 and 8-31-2023)
 - Role model (4.5-5) = 32 hours awarded
 - Exceeds expectations (3.5-4.49) = 24 hours awarded
 - Meets expectations (2.5-3.49) = 8 hours awarded
 - [Compensation email](#) sent on Wednesday, November 9, 2022
 - Merit-based salary increases email sent on Wednesday, December 14, 2022
 - Documentation of Staff Senate's concerns about Performance Evaluation and Merit system: [Performance Evaluation and Merit](#) folder and [Performance Evaluation and Merit.docx](#)
 - How is this communication being shared? Is it going as intended? Are there biases?
 - Discussion
 - Conversations with staff members about merit, where staff members have issues about grading themselves. They think if we're doing our job, if we are to grade ourselves and putting what we are doing, then that grade should be respected, not put down by a supervisor. Staff members know what they are doing, so how can a supervisor rate you down afterwards. The question

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was what is the reason for asking for us to rate ourselves if a supervisor can grade down? This affects and harms staff morale of the staff member doing the work. Staff members are not always given answers for their scoring from their supervisor.

- Perhaps the Department's success and results should be factored & weighted into the evaluation too. If the Department meets its goals or exceeds this could push up our evaluations as a contributor.
- Who has the final say? Is it the supervisor? The person above the supervisor? There have been instances where a person above the supervisor has negated what the supervisor and employee have agreed upon.
- Telecommuting and core values: When you have a fully remote department, how can your supervisor accurately rate you on your core values and operational excellence. They do not see this on a daily basis. Rating us on our core values, operational excellence; we should be rated on our goals and job duties. Are we going above and beyond our own job duties? We are not being rated on the job we're being asked to perform. It is too broad to evaluate us on our core values and it is open to interpretation.
- Some supervisors require employees to submit proof (e.g., emails, interactions).
- Could divisions and units within divisions set standard examples to give people leaders. Within your division, here's what a 5 or 4 would look like. Noticed that even within a unit, it's not consistent. For example, some say you can only get a 5 if it affects the whole university, while another may have a different standard.
- Supervisor and employee agree on something, but afterwards score changes. After it's been submitted, it is not changeable. People were not able to get corrected scores, because of a software issues. Why do we not have the ability to correct that? Should be fixable if that was done in error.
- System is very flawed. Why do you have prove that you are doing a good job, but supervisor does not have to prove or provide evidence of low scores?
- Supervisor changes (sometimes multiple) within a year also contributes to unfairness of a supervisor rating an employee.
- You can appeal and file a grievance, but nothing happens as a result.
- We can still have performance evaluation, but it should not be connected to merit.
- Can the timeline be modified on a division-wide basis? For example, fall is very busy for many areas.
- Reminder, you can discuss your specific situations with a member of People Excellence, specifically the HR Business Partners. They can help you understand the process and assist addressing concerns. I encourage you to reach out to them if you have questions. You can identify your specific HR Business Partner here, <https://www.utsa.edu/hr/hrbusinesspartner/>, or simply email

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hrbp@utsa.edu.

- Tabled: Meeting with staff members across campus
 - Ideas
 - Meet your Senator Coffee Chat
 - Tabling opportunities across campus?
 - Any other ideas?

10:31 a.m. Adjourned

- Next General Meeting: Thursday, January 19th at 8:30 a.m. – Hybrid



A Bold Vision for UTSA

Strategic Plan Refresh 2022-23 | Strategic Plan Refresh Steering Committee

Agenda

1. About UTSA's Ten-Year Strategic Plan (2018-28)
2. Year 5 Progress Report
3. A Changing Landscape, A Changing UTSA
4. About the Refresh Process
5. Project Leadership

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About UTSA's Ten-Year Strategic Plan 2018 - 2028

Where we started. Where we are going.

Ten-Year Plan: Transforming UTSA

WHERE WE STARTED

In 2017, a strategic planning process to build on past success and chart UTSA's course for the **next decade** and achieve a new level of excellence was initiated.

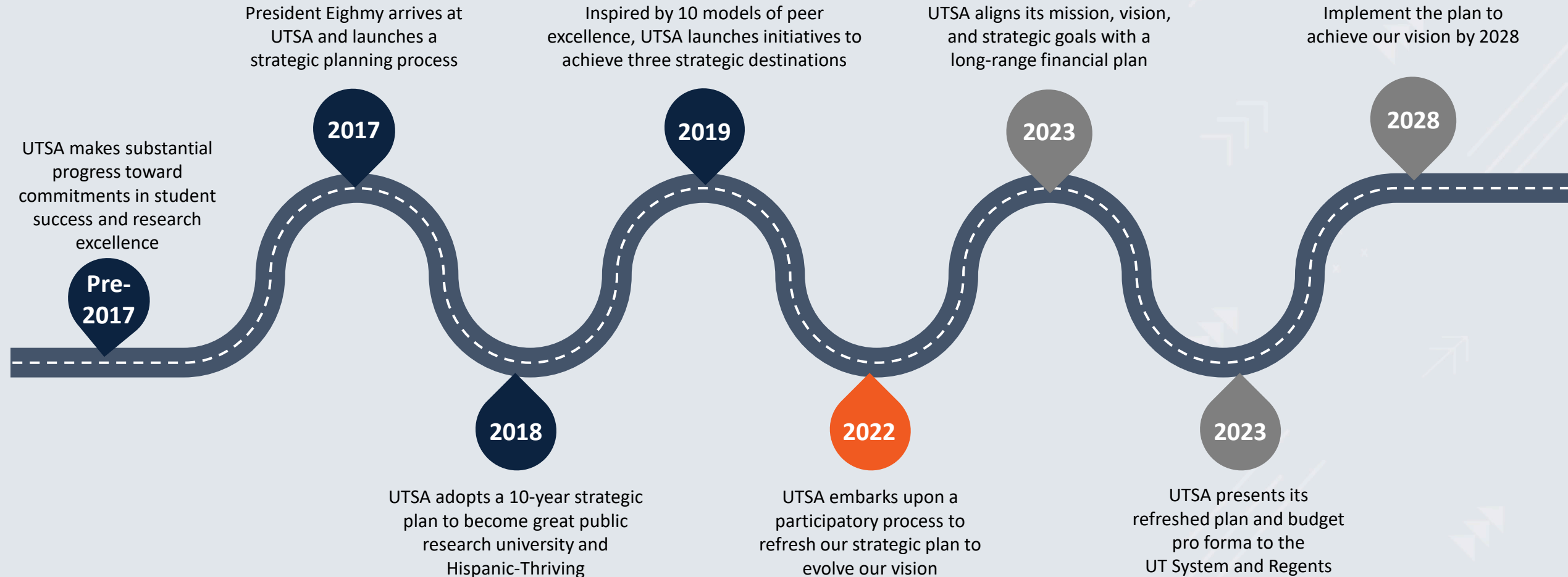
WHERE WE ARE

UTSA has made strides toward reaching **three strategic destinations** and becoming an innovative, Hispanic-thriving, great public research university.

WHERE WE ARE GOING

Building on our momentum and adapting to a changing landscape, the “refresh” will be carried out by the SPRSC, will allow the university to affirm our vision.

Ten-Year Plan: We've Come a Long Way



VISION

Three Strategic Destinations

2018-2028



D1: Model for student success



D2: Great public research university



D3: Exemplar for strategic growth & innovative excellence

A Plan Structured for Transformational Impact



Change Over Time | Initiative Status at Year 5

Destination	Completed	In Progress	Upcoming
<i>Goal</i>	30	15	4
Model for Student Success	15	7	1
Great Public Research University	4	3	-
Exemplar for Strategic Excellence	11	5	3

Learn More at utsa.edu/strategicplan/initiatives

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Year 5 Progress Report

Celebrating our strategic transformation in-progress

Destination 1 | A Model for Student Success

Rationale:

UTSA is a next generation Hispanic-thriving, multicultural institution where students from all backgrounds can excel.

As a prosperity engine graduating world-engaged civic leaders of tomorrow, UTSA provides students with exceptional opportunities for experiential learning and classroom to career education.



Destination 1 | A Model for Student Success

More Students, More Degrees, Faster











Top 3	40%	1,700+	\$40M	#2
In the % of Degrees Awarded to Latino or Hispanic Students at HSI/R1s	Of UTSA's Ph.D. Graduates That Identify as Black or Latino (NSF SED 2020)	Students Receiving Tuition Support through BOLD Promise	Transformational gift to bolster student success	% of Tenured/Tenure-Track Faculty who identify as Hispanic or Latino among all HSI/R1s

Select Key Initiatives Implemented | 2017-2022

- ✓ Student Success Center
 - ✓ Classroom to Career
 - ✓ Dreamers Center
 - ✓ 21st Century Learning Environments
 - ✓ Guadalupe Hall Constructed
- ✓ Achieved SACSCOC Reaffirmation of Accreditation
 - ✓ Equity Advocacy Initiative
 - ✓ Launched Behavioral Intervention Team
 - ✓ Public Health Task Forces (2020-22)
 - ✓ Academic Success District

Destination 1 | A Model for Student Success

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	Destination 	Where did we start?	Where are we now?	What is our target?	Percentage Change 2017-22	Progress to Goal
		2017	2022	2028		
Total Student Enrollment	DI	30,768	34,322	>45,000	 12%	
First-Year Retention Rate	DI	74%	80%	>85%	 8%	
6-Year Graduation Rate	DI	37%	53%	>60%	 43%	
First-Year Students in Top 25% of Graduating Class	DI	55%	53%	>55%	 4%	
Percentage of Students with Experiential Learning	DI		39%	>75%		

Destination 2 | A Great Public Research University

Rationale:

UTSA is an urban-serving university of the future with a focus on driving San Antonio's knowledge economy.

UTSA is living out the notion that great universities need great cities, and great cities need great universities.



Destination 2 | Great Public Research University

Transforming Human Discovery and Driving Regional Economy














\$145M	Top 5%	\$2B/\$3B	78	15
Total Research Expenditures in 2021	RI Status Puts UTSA in the Top 5% of Research Productivity of All Universities	Direct economic impact annually from UTSA/IED	Endowed Chairs and Professorships	Faculty Members in the National Academies (NASEM+NAI)

Select Key Initiatives Implemented | 2017-2022

- ✓ Launched Klesse College of Engineering and Integrated Design
 - ✓ Launched College for Health, Community and Policy
 - ✓ Strategic Faculty Hiring Initiative
- ✓ Graduate Student Success for Faculty Excellence
 - ✓ Launched School of Data Science
 - ✓ National Security Collaboration Center

Destination 2 | A Great Public Research University

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	 Destination D2	Where did we start?	Where are we now?	What is our target?	Percentage Change 2017-22	Progress to Goal
		2017	2022	2028		
Total Faculty	 D2	1,350	1,376	>2,000	 2%	<div><div></div></div> 69%
Total Staff	 D2	2,643	2,525	>3,250	 4%	<div><div></div></div> 78%
Faculty Receiving Prestigious Awards	 D2	3	8	25	 167%	<div><div></div></div> 32%
Faculty in the National Academies	 D2	5	14	15	 180%	<div><div></div></div> 93%
Annual Research Expenditures	 D2	\$70.2m	\$142m	\$300m	 102%	<div><div></div></div> 47%
Endowed Chairs, Professorships and Fellowships	 D2	75	85	300	 13%	<div><div></div></div> 28%

Destination 3 | Exemplar for Strategic Excellence

Rationale:

UTSA will realize its full potential as a university by growing to become a more comprehensive institution.

By focusing on nimbleness and continuous improvement, UTSA integrates innovative approaches and best practices to ensure goals align with operational processes. With a reputation as a great place to work, UTSA actively cultivates people excellence.



Destination 3 | Exemplar for Strategic Growth

Bigger, Better, Smarter, Leaner













5	-10%	\$500M	6M	2023
Campuses serving our students and our city in more locations	Reduced Administrative Cost Ratio over five years	Launching the Public Phase of the Be Bold Fundraising Campaign	Size, in square feet, of UTSA's total campus facilities footprint	UTSA joins the American Athletic Conference

Select Key Initiatives Implemented | 2017-2022

- ✓ Campus Master Plan
 - ✓ Implement an Incentivized Resource Management Budget Model
 - ✓ Institute of Texan Cultures Stakeholder Visioning
 - ✓ Roadrunner Athletics Center for Excellence
- ✓ Strategic Communications
 - ✓ Strategic Enrollment
 - ✓ San Antonio Workforce Initiative
 - ✓ Westside Community Partnerships

Destination 3 | Exemplar for Strategic Excellence

Moving the Needle | How Our Initiatives Are Transforming UTSA

KPI	 Destination	Where did we start?	Where are we now?	What is our target?	Percentage Change 2017-21	Progress to Goal
		2017	2022	2028		
Annual Budget	 D3	\$515.9m	\$717m	\$1b	 39%	 72%
Endowment Value	 D3	\$134m	\$264m	\$400m	 97%	 66%
Gross Square Footage of Facilities	 D3	5.4m ft	6m ft	8m ft	 12%	 72%
Administrative Cost Ratio	 D3	8.3%	7.4%	<8%	 -10%	Goal Exceeded

Celebrating Our Contributions

Staff and the Staff Senate at UTSA have made significant and substantive contributions to the strategic plan.

- Dreamers Center
 - *Model for Student Success*
- Enrich Campus Wellbeing
 - *Model for Student Success, Exemplar for Strategic Growth and Innovative Excellence*
- Preventing Sexual Assault and Misconduct – Creation of PEACE Center
 - *Model for Student Success*
- Respectful Discourse – Expressive Activities Response Team
 - *Model for Student Success, Great Public Research University, Exemplar for Strategic Growth and Innovative Excellence*
- Capital Projects: Guadalupe Hall, Roadrunner Athletics Center of Excellence, San Pedro I, San Pedro II
 - *Model for Student Success, Exemplar for Strategic Growth and Innovative Excellence*
- Public Health Task Force – Recovery Operations
 - *Model for Student Success*
- Communications
 - *Exemplar for Strategic Growth and Innovative Excellence*

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A Changing Landscape, A Changing UTSA

Affirming and evolving our strategic vision for the “new normal”

Watch the Town Hall



www.utsa.edu/strategicplan

We Are At a Positive, and Pivotal Point

A refresh lets us take a deep breath and pause, celebrate how far we have come, strengthen our foundations, and ask ourselves:

PLAN TO DIFFERENTIATE

What will we need to be in 5, 10, 20 years?

What are our ***bold big bets*** to really differentiate us as we enter this new normal?

FURTHER EVOLVE

Is now the time to ***expand experiential learning***, and explore ***online growth, credentialing, life-long learning***?

MATURE

How to use the next 5 years to ***consolidate our gains*** and ***continue maturing*** from a young university into a ***large, impactful student success-focused discovery enterprise***?

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About the Refresh Process

Affirming and evolving our strategic destinations

Strategic Plan Refresh Basics

WHY A REFRESH?

UTSA has risen to the challenges to serve our students and deliver our mission in a changing world.

We will unite to **celebrate** our successes, **hone** our approach, and **align** our resources.

PROCESS OVERVIEW

Undertake an **inclusive and transparent** process.

Stakeholder participation is vital to **affirm** our current work and **identify** new opportunities for excellence.

Timeframe:
2022-23 academic year

GETTING INVOLVED

UTSA's future depends on all of us.

Stakeholders will have multiple opportunities through townhalls and related engagement strategies to **share their perspectives** throughout the process to shape where we are going.

Refresh Process Goals

Since 2017, UTSA has made significant strides toward achieving its strategic destinations - we are on course to keep going

A refreshed plan will allow us to:

- **Acknowledge** what we have achieved since 2018
- **Map** our progress and chart our future directions up to 2028
- **Adapt** to changes in the higher education landscape
- **Capitalize** on lessons learned during the pandemic
- **Align** our goals and pro forma (long-range financial plan) as required by UT Regents

Presidential Charge to the Steering Committee

The SPRSC, chaired by Provost Espy, directly involves senior leaders from across campus, the Faculty Senate, Staff Senate, Student Government Association, and the Department Chairs' Council.

The SPRSC will serve two primary roles in the refresh process:

1. **Leadership** in affirming and revising our strategic plan, determining our big, bold bets for the future
2. **Facilitate** widespread communication about the revision effort and take the lead in engaging feedback from faculty, staff and student stakeholders

Project Leadership | Strategic Plan Refresh Steering Committee

Kimberly Andrews Espy

Provost & Senior Vice President
Academic Affairs

Chair, SPRSC

Myron Anderson

Vice President, Inclusive Excellence

Lynn Barnes, Jr.

Senior Vice Provost, Strategic
Enrollment

JoAnn Browning

Dean, KCEID

Janis Bush

Chair, Departmental Chairs Council

Lisa Campos

Vice President, Intercollegiate
Athletics

Lynne Cossman

Dean, HCaP

Jill Fleuriet

Interim Dean, Honors

Paul Goodman

AVP, Facilities

Corrina Green

Associate Vice President, Real
Estate, Construction and Campus
Planning

Jonathon Halbesleben

Dean, ACOB

Sheri Hardison

Senior Associate Vice President,
Financial Affairs

Dean Hendrix

Vice Provost & University Librarian

Mary Hernandez

Senior Associate Vice President,
Admin and Operations, Business
Affairs

Damaris Ibarra

Chair, Staff Senate

Kendra Ketchum

Vice President, Information
Management and Technology

Carlos Martinez

Senior Vice President, Institutional
Strategic Planning, Chief of Staff

Glenn Martinez

Dean, COLFA

Ambika Mathur

Vice Provost, Graduate Students & Dean
Graduate School

Kasey Neece-Fielder

Associate Vice Provost for Strategic Planning
and Assessment

Veronica Salazar

CFO & Senior Vice President, Business Affairs

Karl Miller-Lugo

Vice President, Advancement and Alumni
Engagement

David Mongeau

Founding Director, SDS

Lisa J. Montoya

Vice Provost, Global Initiatives

Teresa Niño

Vice President, University Relations

Jasmin Paquet-Durand Ford

President, SGA

Kevin Price

Senior Associate Vice President, Campus
Facilities

LT Robinson

Senior Vice Provost & Dean of
Students

Stephanie Schoenborn

Chief of Police

Jaclyn Shaw

Interim Vice President, REDKE

Heather Shipley

Senior Vice Provost, Academic Affairs
& Dean, University College

David Silva

Dean, COS

Mario Torres

Dean, COEHD

Melissa Vito

Vice Provost, Academic Innovation

Steve Wilkerson

Associate Vice Provost, Institutional
Research

Tammy J. Wyatt

Vice Provost, Student Success

Rene Zenteno

Chair, Faculty Senate

Momentum | Stakeholders Are Essential

It takes all Roadrunners to transform UTSA—this progress engages the best of us to keep moving forward

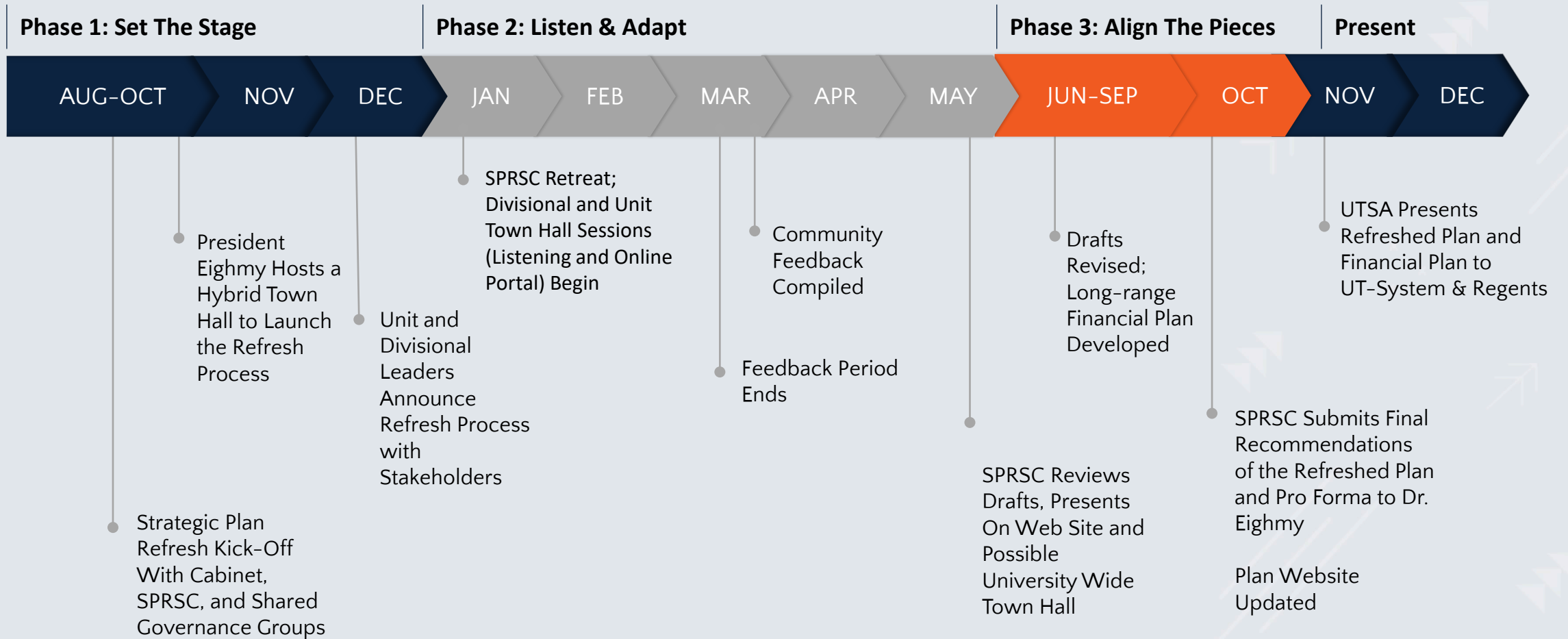
- UTSA's recent successes are a direct result of following our strategic plan
- We're on track to accomplish many goals ahead of schedule
- Your hard work made it possible
- We're moving in the right direction
- Now is an opportunity to reset the bar
- You will have many opportunities to get involved
- Your voice is essential to the refresh process

“Town Hall” Iterative Feedback Process

- The refresh process is built **on iterative, input-and-dissemination engagement** strategies developed as “Town Halls” and other engagement strategies used in the Campus Climate Survey.
- These 32 units—and our shared governance organizations—are right-sized for **in-depth conversation and responsiveness**.
- SPRSC will regularly engage **faculty**, **staff** and **students** to get feedback, ensure transparency and promote accountability.
- Town Halls with external stakeholders will also be organized.



Strategic Plan Refresh Timeline | 2022-23



STAY INVOLVED

QUESTIONS or COMMENTS?

Email strategicplanning@utsa.edu

Visit utsa.edu/strategicplan

UTSA[®]
CREATING
BOLD
FUTURES[®]