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 Ikwugwú, Olamiposi Kolajo, Xavier Loredo, Sharon Martínez, 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/](https://www.utsa.edu/hr/eap/)

8:35 a.m. University Service Updates
• **Enriching Campus Wellbeing Steering Committee** – Victoria Downing
  o No updates
• **Faculty Senate** – Justin Marmolejo
  o 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
  o Voted on HOP 11.11 Hardware and Asset Management and HOP 11.12 on December 9, 2022
• **Inclusive Excellence Advisory Board** – Damaris Ibarra
  o 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
  o Meeting this afternoon
• **Parking & Traffic Committee** – Estefania Casper, Wanda Guntz, Clarisa De La Fuente
  o No updates
• **Public Safety Advisory Committee** – Wanda Guntz
  o No updates
• **University Leadership Council** – Damaris Ibarra
  o Dr. Eighmy presented to the ULC about the Strategic Plan Refresh.

2022-12-15 Staff Senate General Meeting Minutes
General Meeting Minutes
Thursday, December 15, 2022 | 8:30-10:30 A.M. | Hybrid Meeting – North Paseo (NPB) 1.412/Zoom

- [https://www.utsa.edu/strategicplan/](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.
General Meeting Minutes

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

- 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?

- 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

2022-12-15 Staff Senate General Meeting Minutes
The University of Texas at San Antonio

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

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

- 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/](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
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/](https://www.utsa.edu/hr/hrbusinesspartner/), or simply email
General Meeting Minutes
Thursday, December 15, 2022 | 8:30-10:30 A.M. | Hybrid Meeting – North Paseo (NPB) 1.412/Zoom

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
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
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.
UTSA adopts a 10-year strategic plan to become a great public research university and Hispanic-Thriving.

UTSA embarks upon a participatory process to refresh its strategic plan to evolve its vision.

UTSA aligns its mission, vision, and strategic goals with a long-range financial plan.

Implement the plan to achieve its vision by 2028.

President Eighmy arrives at UTSA and launches a strategic planning process.

Inspired by 10 models of peer excellence, UTSA launches initiatives to achieve three strategic destinations.

UTSA presents its refreshed plan and budget pro forma to the UT System and Regents.

UTSA makes substantial progress toward commitments in student success and research excellence.
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

DESTINATIONS/RATIONALES
Strategic Differentiators that Set UTSA Apart

INITIATIVES
Project Planning & Implementation

OUTCOMES
Quantitative KPIs to Track Change

IMPACT
Benefit, Improvement, Positive Change
## Change Over Time | Initiative Status at Year 5

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

Learn More at utsa.edu/strategicplan/initiatives
Year 5 Progress Report
Celebrating our strategic transformation in-progress
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*

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

### 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

---

*UTSA*
## Destination 1 | A Model for Student Success

*Moving the Needle | How Our Initiatives Are Transforming UTSA*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Destination</th>
<th>Where did we start?</th>
<th>Where are we now?</th>
<th>What is our target?</th>
<th>Percentage Change 2017–22</th>
<th>Progress to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Student Enrollment</strong></td>
<td>DI</td>
<td>30,768</td>
<td>34,322</td>
<td>&gt;45,000</td>
<td>12%</td>
<td>76%</td>
</tr>
<tr>
<td><strong>First-Year Retention Rate</strong></td>
<td>DI</td>
<td>74%</td>
<td>80%</td>
<td>&gt;85%</td>
<td>8%</td>
<td>94%</td>
</tr>
<tr>
<td><strong>6-Year Graduation Rate</strong></td>
<td>DI</td>
<td>37%</td>
<td>53%</td>
<td>&gt;60%</td>
<td>43%</td>
<td>88%</td>
</tr>
<tr>
<td><strong>First-Year Students in Top 25% of Graduating Class</strong></td>
<td>DI</td>
<td>55%</td>
<td>53%</td>
<td>&gt;55%</td>
<td>4%</td>
<td>96%</td>
</tr>
<tr>
<td><strong>Percentage of Students with Experiential Learning</strong></td>
<td>DI</td>
<td>39%</td>
<td></td>
<td>&gt;75%</td>
<td></td>
<td>52%</td>
</tr>
</tbody>
</table>

**UTSA**
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
### Moving the Needle | How Our Initiatives Are Transforming UTSA

#### Destination 2 | A Great Public Research University

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

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

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*

<table>
<thead>
<tr>
<th>KPI</th>
<th>Destination</th>
<th>Where did we start?</th>
<th>Where are we now?</th>
<th>What is our target?</th>
<th>Percentage Change 2017–21</th>
<th>Progress to Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Budget</td>
<td>D3</td>
<td>$515.9m</td>
<td>$717m</td>
<td>$1b</td>
<td>39%</td>
<td>72%</td>
</tr>
<tr>
<td>Endowment Value</td>
<td>D3</td>
<td>$134m</td>
<td>$264m</td>
<td>$400m</td>
<td>97%</td>
<td>66%</td>
</tr>
<tr>
<td>Gross Square Footage of Facilities</td>
<td>D3</td>
<td>5.4m ft</td>
<td>6m ft</td>
<td>8m ft</td>
<td>12%</td>
<td>72%</td>
</tr>
<tr>
<td>Administrative Cost Ratio</td>
<td>D3</td>
<td>8.3%</td>
<td>7.4%</td>
<td>&lt;8%</td>
<td>-10%</td>
<td>Goal Exceeded</td>
</tr>
</tbody>
</table>
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*
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**?
About the Refresh Process

Affirming and evolving our strategic destinations
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.

November 2022
President Eighmy hosts a Town Hall to share refresh goals and process.

Nov – Dec 2022
SPRSC members continue the Town Hall conversation with their units.

Jan – March 2023
Students, faculty, and staff give feedback through a Town Hall engagement strategy.

March 2023
SPRSC incorporates stakeholder feedback into revised draft.

May – Summer 2023
Stakeholders affirm and provide additional feedback on the draft.
Strategic Plan Refresh Timeline | 2022-23

**Phase 1: Set The Stage**
- AUG-OCT: Strategic Plan Refresh Kick-Off With Cabinet, SPRSC, and Shared Governance Groups
- NOV: President Eighmy Hosts a Hybrid Town Hall to Launch the Refresh Process
- DEC: SPRSC Retreat; Divisional and Unit Town Hall Sessions (Listening and Online Portal) Begin

**Phase 2: Listen & Adapt**
- JAN: Unit and Divisional Leaders Announce Refresh Process with Stakeholders
- FEB: Community Feedback Compiled
- MAR: Feedback Period Ends
- APR: Drafts Revised; Long-range Financial Plan Developed
- MAY: SPRSC Reviews Drafts, Presents On Web Site and Possible University Wide Town Hall

**Phase 3: Align The Pieces**
- JUN-SEP: SPRSC Submits Final Recommendations of the Refreshed Plan and Pro Forma to Dr. Eighmy
- OCT: Plan Website Updated
- NOV: UTSA Presents Refreshed Plan and Financial Plan to UT-System & Regents
- DEC: UTSA Reviews, Finalizes, and Updates Plan Website

---

**Present**
QUESTIONS or COMMENTS?

Email strategicplanning@utsa.edu
Visit utsa.edu/strategicplan