ABOUT UTSA’s STRATEGIC PLAN REFRESH
A Yearlong Process to Reflect on the Past and Affirm our Shared Future

A Vision for UTSA (2018-2028)
In 2017, UTSA launched a strategic planning process to build on past success and chart the course for the coming decade. Approaching the halfway point in the plan, UTSA has made strides to reach its three strategic destinations:

1. UTSA will be a model for student success
2. UTSA will be a great public research university
3. UTSA will be an exemplar for strategic growth and innovative excellence

Since the launch of the plan, UTSA has celebrated tremendous successes, including being named the first Carnegie R1 institution in San Antonio, dramatically reducing the time it takes for students to earn a degree, achieving new milestones in both enrollment and fundraising, completing capital projects to improve where we learn, work, and discover, forging new partnerships, and exemplifying what it means to be a Hispanic-thriving public research university by achieving the prestigious Seal of Excelencia.

Refresh Process Goals

- **Acknowledge** what we have achieved since the launch of the plan in 2018
- **Map** our progress and chart our future directions
- **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

“The refresh is our opportunity as a Roadrunner community to amend our vision and continue our forward progress.”

– President Taylor Eighmy

Strategic Plan Refresh Process
The Strategic Plan Refresh Steering Committee, chaired by Provost and Senior Vice President for Academic Affairs, Dr. Kimberly Andrews Espy, will undertake an inclusive and transparent yearlong process to collect stakeholder feedback to learn what aspects of our past plan continue to serve us and if any revisions are needed.
Hearing from UTSA’s Stakeholders

Step 2: Listening Sessions

The second step in the strategic plan refresh process is to engage colleges, divisions, and shared governance groups in interactive listening sessions.

- Sessions held 3/20-4/20/2023
- 2,066 participants
- 50 total sessions (9 student sessions)
- Sessions were held virtually, in person, and hybrid
- No names or identifiers were recorded

LISTENING SESSION PARTICIPANTS

- Academic Affairs, 1,237
- Advancement, 67
- Athletics, 68
- Business Affairs, 345
- Inclusive Excellence, 10
- Univ Tech Solutions, 119
- REDKE, 141
- University Relations, 34
- President’s Office, 40

Step 3: Confirming Understanding and Follow-Up

Dates: 3/30 – Onward

- Steering Committee members circulated written summaries of their listening sessions with stakeholders
- Colleges and divisions may implement unit-level suggestions and projects raised in listening sessions
- Listening Session summaries have been posted to utsa.edu/strategicplan for continued reference
- Steering Committee members will review findings and develop recommendations throughout Summer 2023
Affirmation of Current Strategic Destinations

94% of survey responses stated that UTSA should make no changes to its strategic destinations or proposed minor revisions only.

50/50 A majority of participants in every listening session endorsed the spirit of UTSA's current strategic destinations, encouraging minor modifications to Destination 3.

Stakeholders identified many positive results of the strategic plan

PARTICIPANTS SAID

• “I'm inspired by what's already been accomplished. If we can do all that, we can do anything.”

• “Our campus community, our alumni, and our donors are all familiar with the destinations. We should stay the course because we are all on the same page.”

• Compared to “where we were in 2014... it’s a whole different world.” Attendees found inspiration in UTSA’s research growth, the increase in enrollment, the football team's success, our commitment to diversity and campus climate, and the creation of new traditions transforming the student experience. Many remarked that “you can feel the energy and the buzz” on campus and in the community.

• “I'm so proud of how we navigated the pandemic and supported our students, faculty and staff during the transition to online learning and work. We are now navigating how to keep serving them.”
What are the top opportunities UTSA might continue to capitalize on in future strategic initiatives and projects?

**MOMENTUM AND PRIDE**
46 of 50 Sessions
- UTSA has transformed itself from a “commuter institution” to a R1 institution.
- New building projects, enrollment growth, athletic excellence, and national attention.
- More good things are on the horizon.
- Seeing change is believing.

**STUDENT SUCCESS**
36 of 50 Sessions
- Reducing time to degree for students.
- Record levels of enrollment.
- Helping students navigate college and their careers.
- Improved access and degree completion through scholarship programs.
- Ensuring that students from all backgrounds can thrive.

**DEEP LOCAL TIES**
33 of 50 Sessions
- UTSA is connected to the community in an authentic way.
- Serving San Antonians where they live.
- Providing exceptional opportunities for students and local partners.
- Driver of economic growth.

**RESEARCH GROWTH**
31 of 50 Sessions
- Inspirational research growth.
- Hiring top faculty.
- Attracting graduate students from around the world.
- Potential to keep growing.

**INCLUSIVE EXCELLENCE**
31 of 50 Sessions
- Becoming a Hispanic Thriving University.
- Committed to student access, equity, and excellence.
- Diverse and talented workforce.

**WORK UNDERWAY**
24 of 50 Sessions
- Great projects are in process.
- UTSA is moving in the right direction.
- Keep growing and maturing the things that have brought us success.
- This is only the beginning.

**STAKEHOLDERS WOULD LIKE UTSA TO CONTINUE TO BUILD ON ITS STRENGTHS, INCLUDING...**

**WHAT ARE THE TOP OPPORTUNITIES UTSA MIGHT CONTINUE TO CAPITALIZE ON IN FUTURE STRATEGIC INITIATIVES AND PROJECTS?**

**PARTICIPANTS SAID**
There is great excitement about what UTSA has accomplished recently (e.g., achieving R1 status, the growing visibility of athletics, navigating the pandemic, having top academic programs, and improving our reputation). Others are inspired by the sense of forward momentum and knowing that we are on a growth trajectory. Said one person, “we are evolving” as a university and an organization.
What are the top challenges that UTSA might continue to address through future strategic initiatives and projects?

Stakeholders see UTSA’s top challenges as...

HIRING AND RETENTION 46 of 50 Sessions
- Improve wage and benefit competitiveness
- Maintain a focus on work-life balance, wellness, and employee satisfaction
- Embrace flexible, remote, and hybrid work opportunities
- Enable growth through professional development and mentoring
- Recognize employees’ contributions and achievement

IMPROVE COMMUNICATION 44 of 50 Sessions
- Break down silos, improve communication, and enhance collaboration on campus
- Bring greater visibility, internally and externally, to opportunities, achievements, and resources
- Give employees an even greater voice in UTSA’s future

SCALABILITY OF RESOURCES 41 of 50 Sessions
- As enrollments and programs grow, ensure that staffing and budgets keep pace
- Identify ways to scale programs to serve more students with greater efficiency
- Provide employees with adequate resources to carry out strategic priorities

PROCESS INEFFICIENCY 35 of 50 Sessions
- Streamline business and operational processes that inhibit operations
- Quicken the hiring process

MATURING AS A R1 UNIVERSITY 33 of 50 Sessions
- Enhance support for grant seekers
- Improve post-award and purchasing services for grantees
- Expand mentorship and support for graduate students

MAINTENANCE ISSUES 26 of 50 Sessions
- Continue to invest in deferred maintenance, classroom facilities, and technological systems
- Improve transportation between campuses
- Continue to proactively address parking concerns

PARTICIPANTS SAID
To achieve its destinations, one participant said, “UTSA should also continue to invest in its facilities and infrastructure, and it should work to attract and retain top faculty and staff.”

Said another, “we’re not staffed for the growth we have experienced across the university” and “staff are getting tired.”
Strategic Initiatives Proposed in Listening Sessions

**Destination 1**
Model for Student Success

- Expand college access and affordability
- Expand internships and experiential learning
- Raise the visibility of resources for students
- Improve connectivity between campuses
- Improve student utilization of mental and health services

**Destination 2**
Great Public Research University

- Improve process efficiency related to research
- Expand support for grantseekers
- Increase support for graduate students
- Enhance infrastructure and facilities
- Continue to recruit and retain top scholars
- Expand our international reputation
- Improve and strengthen San Antonio through research

**Destination 3**
Exemplar for Strategic Growth and Innovative Excellence

- Advance employee retention and satisfaction
- Ensure that resources scale with current and projected growth
- Raise visibility of UTSA's impact on and off-campus
- Further improve communication and break down silos
- Address process efficiencies to sustain our enterprise
- Permit ourselves to sunset work that no longer serves our strategic future
Milestones in the Strategic Plan Refresh Process

December 2022 | Steering Committee members prime their faculty, staff and students for the work ahead by highlighting accomplishments from the first five years.

Spring 2023 | The Steering Committee provides stakeholders with four opportunities to give their feedback on the current strategic plan and new proposals. These steps include:
  • An anonymous campus survey (February) - View a summary of responses here.
  • A listening session hosted by Vice President or Dean (March - April)
  • An opportunity to review and provide input on the Steering Committee’s evolving drafts (May - July)

Summer 2023 | The Steering Committee reviews and analyzes stakeholder feedback to draft revisions to the strategic plan. The Steering Committee submits its final recommendations to Dr. Eighmy.

November 2023 | The refreshed plan and pro forma are presented to the UT System Regents.

December 2023 (and beyond) | Campus leaders develop or update aligned divisional, college, and unit-level plans that reflect the revised strategic vision.

Follow the Process, Share Additional Feedback

Learn More About UTSA’s Strategic Plan:
utsa.edu/strategicplan/

Email your thoughts and questions to:
strategicplanning@utsa.edu
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

**Corrina Green**  
Associate Vice President, Facilities and 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, Administration and Operations

**Damaris Ibarra**  
Chair, Staff Senate

**Kendra Ketchum**  
Vice President, Information Management and Technology

**Carlos Martinez**  
Senior Vice President, Institutional Strategic Planning, Chief of Staff

**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

**René Zenteno**  
Chair, Faculty Senate
<table>
<thead>
<tr>
<th>Session Name</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Libraries and Museums</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Campus Services</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Administration and Operations</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Provost's Office</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Staff)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Athletics (Student)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>