

2025

ANNUAL REPORT



Academic, Faculty and Student Affairs

*Elevating Experience
and Advancing Integration*



FROM THE VICE PRESIDENT

The spirit of dedication, innovation, and shared purpose that drives our collective work is evident across every facet of our institution. Within the Division of Academic, Faculty and Student Affairs (AFSA), we are continually inspired by the potential our students represent, the strength of our faculty, and the robust partnerships that sustain our progress. It is a privilege to work alongside so many who are deeply committed to advancing our academic mission and supporting the development of future health professionals and scientists.

This Annual Report highlights the collective impact of AFSA's work across the institution. Through thoughtful collaboration, data-informed practices, and a sustained commitment to supporting both students and faculty, our teams have strengthened engagement, broadened access, supported clinical learning environments, and enriched the educational experience across the institution. These efforts reflect our ongoing commitment to responsive support, institutional alignment, and continuous improvement.

We are grateful for the many collaborators across the institution who help make this work possible. It is with deep appreciation that I share this record of our shared progress, which affirms what we can accomplish together to make lives better.

- Jacqueline L. Mok, Ph.D., Vice President
for Academic, Faculty and Student Affairs

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Interprofessional Networks for
Collaboration (LINC)**
Joseph Zorek, Pharm.D., BCGP, FNAP



CORE AREAS OF RESPONSIBILITY



Student Services

Advancing community wellness,
financial literacy and student success



Office of International Services

Fostering internationalism and
global education through
services and programs



Office of Educational Support Services

Ensuring equitable learning
and workplace environments



The Libraries

Promoting learning, inspiring
discovery and connecting with
our communities



Office of the University Registrar

Ensuring integrity of curricular
and student records



Linking Interprofessional Networks for Collaboration (LINC)

Advancing interprofessional education
and collaborative practice

Enriching a Flourishing and Cohesive Student Community

The Office of Student Life (OSL) made significant progress this year in strengthening student engagement, student well-being, leadership development, and campus community building. Using assessment feedback to guide programming decisions, including student input on event ideas, timing, and opportunities for improvement, OSL expanded the variety of offerings, adjusted event days and times to better align with student availability, and increased opportunities for external campus and online learners. This responsive approach supported a 16 percent average increase in extracurricular participation across Student Life and Student Government Association events, recreational sports, and student organization activity, with more than 50 student events and 2,174 recreational sports participants reflecting the breadth of opportunities available for students to connect, engage, and take part in campus life.



Student feedback also shaped program growth in areas that directly affect student connection and well-being. In response to recreational sports assessment results, OSL added flag football to its offerings, giving students a new physical wellness and community-building opportunity. The office also sustained a broad student organization network, with 151 active student organizations supporting student-led connection, identity, service, and professional engagement across the Health Science Center. Furthermore, leadership development workshops met all learning-outcome targets, with over half of attendees reporting increased confidence and skills.

Partnerships with external campuses and program leadership also produced new wellness and virtual engagement opportunities, including self-care activities and online trivia events that allowed cohorts at external campuses to participate together. These offerings earned satisfaction scores above four out of five, affirming that expanded programming across campus formats was both accessible and meaningful to participating students. Building on this momentum, the Office hosted Wellbeing Day in Fall 2025 in collaboration with the UT San Antonio academic campus. As an institution-wide wellness program, this initiative included participation from the Student Counseling Center, the Student Government Association, and the Office of Student Life.

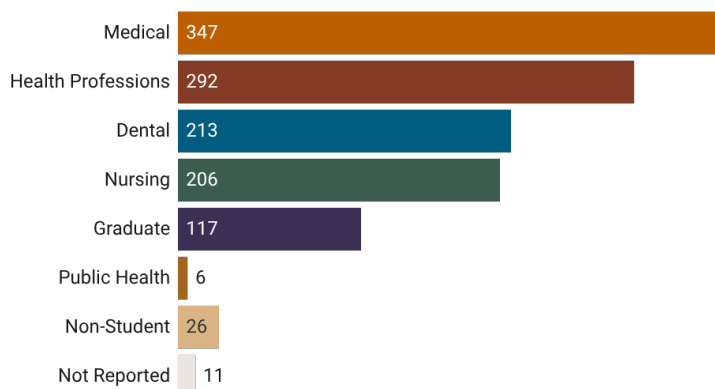
By leveraging these shared partnerships, the Office of Student Life prioritized holistic student wellness and fostered connection within the newly integrated institution.



Meeting Rising Student Need and Expanding Reach

The Student Counseling Center (SCC) continued to function as an integral catalyst that supports students' persistence to meet their educational and personal goals. During the 2025 reporting period, the SCC saw a significant rise in service utilization, assisting 1,218 clients—representing 27 percent of total students enrolled across all six Health Science Center schools—through 19,086 sessions. This workload reflects a nearly 15 percent increase in volume from the previous year. Amid this increase, the SCC remained steadfast in delivering timely, effective care—reflected in 97 percent of students reporting satisfaction with wait times and 97 percent rating their counseling experience positively—demonstrating that both access and excellence were successfully maintained.

Clients Served by School/Category



This sustained level of service produced meaningful and measurable impact. In post-counseling session surveys, 91 percent of students reported that SCC services assisted in their educational/academic performance, while 97 percent shared that the services assisted them in meeting their specific goals. By helping students manage their complex personal, social, and program demands when they need it most, the SCC ensures that mental wellness acts as a foundation for, rather than a barrier to, scholarly success.

The SCC's influence extends beyond the counseling office through primary prevention and outreach initiatives. These workshops serve as crucial educational channels, providing targeted learning opportunities and practical skill-building that support both student success and personal well-being. To support this engagement, the SCC expanded its role as a training site by creating a clinical trainee position filled by a pre-licensed psychologist. In this role, the trainee provided individual and couple's counseling while creating and facilitating outreach to the Health Science Center community. This past year, SCC staff delivered 81 outreach workshops to 2,626 participants, focusing on measurable learning outcomes. These sessions included content on critical topics such as active listening, time management, study skills, imposter syndrome, emotional intelligence, conflict resolution, stress management, and mental health, with post-workshop results showing student mastery between 96-100 percent.



By combining in-office counseling with campus-wide mastery-based education, the SCC translated care, prevention, and instruction into demonstrated support for academic performance and community wellness. This success, coupled with the SCC's ability to manage a significant surge in student need while upholding its high standard of care, distinguishes it as a proven institutional asset that equips students with the resilience to navigate rigorous curricula and fulfill their personal and professional potential.

Enhancing Transparency, Support, and Campus Culture

The Office of Educational Support Services (OESS) strengthened tools and communications that help the campus community navigate reporting, accommodation, and student support processes. In 2025, the OESS updated Title IX poster QR codes, revised the Title IX Key Elements of Grievance Process Chart, and updated official process letter templates to make reporting easier, clarify the grievance process, and strengthen communication at each stage. To support equitable access in academic and clinical learning environments, OESS updated the ADA Accommodation Process outline and resident request form. New ADA and PPS accommodation surveys added a formal measure of process awareness, implementation, and improvement needs. For parenting students balancing academic progress with family needs, OESS also maintained a pregnant and parenting page, providing 46 resources across 11 categories, including childcare, nutrition, housing, transportation, legal services, and wellness.

With this foundation in place, OESS sustained ADA and expanded PPS support. Pregnant and parenting student engagement grew, with nine outreach contacts and 27 PPS requests resulting in agreements—an increase of 59 percent this year. Across the six schools, OESS maintained 225 active academic accommodations and processed 117 new requests, 18 addendum requests, nine consultations, and 18 documentation requests. This kept accommodation support responsive as student needs emerged, changed, or required verification, including ADA exam-accommodation documentation for board and licensure requirements. Student survey results affirmed the value of the OESS accommodation process, with 82 percent indicating their accommodations met their needs and 96 percent reporting they would recommend the process to another student needing support.



OESS also promoted a safer, more informed campus environment through reporting, review, training, consultation, and outreach. In 2025, the office received 87 Title IX reports, including 73 SB 212 reports, and evaluated 31 non-Title IX matters, ensuring concerns entered appropriate review and notice channels.

Campus-facing education and outreach grew through 54 training sessions, 14 consultations, and 17 events, a 325 percent increase that expanded opportunities to understand reporting responsibilities, connect with resources, and engage in campus awareness programming. Through the Silent Witness Project, Denim Day, and De-Stress Fest, OESS connected the campus community to survivor remembrance, violence awareness, and well-being resources. This proactive outreach supported earlier navigation of barriers to academic and clinical participation, as 75 percent of accommodation survey respondents indicated they received assistance before formally applying.



Over the past year, OESS clarified complex processes, ensured support continuity, and fostered a safer environment through proactive, early connection to reporting and process guidance, accommodation support, and campus safety and well-being initiatives. By establishing reliable and trusted structures for reporting and access, the office fortified institutional compliance while supporting the retention and success of students across academic and clinical environments.

Guiding Global Engagement Through Change

The Office of International Services (OIS) facilitated global education, research, clinical training, professional exchange, and university-related travel through immigration compliance, visa and travel support, education, communication, and integration planning. In 2025, OIS managed 112 active F-1 records for international students, including Optional Practical Training and STEM Optional Practical Training; 292 active J-1 records for exchange visitors, including students, scholars, and alien physicians sponsored by the Educational Commission for Foreign Medical Graduates (ECFMG); and 48 B-1 records for visiting observers entering for business-related institutional activity. Employment-based visa support also helped faculty, clinicians, and researchers maintain work authorization, including eight TN, 14 O-1, and 158 H-1B active records. OIS supported 20 student and resident global health education trips across 15 countries, reviewed 422 international travel requests, including 38 to high-risk destinations requiring International Oversight Committee review, and issued 485 travel alerts to 1,524 travelers. These functions enabled compliant international study, exchange, observation, employment, clinical training, global health education, and university-related travel.

To further support the international community, OIS paired International Education Week programming with immigration guidance that helped students, scholars, travelers, and sponsoring units navigate global engagement and changing requirements. During International Education Week, OIS, the Campus Internationalization Committee, and the Center for Medical Humanities & Ethics hosted Dr. Michael Goodman as keynote speaker for the presentation titled *Infrastructure of Hope: Community-Driven Models for Global Health and Development*. His presentation highlighted the Flourishing Community Model, which integrates social, economic, and behavioral health dimensions to strengthen shared development and well-being. OIS also published guidance and provided training on immigration policy updates, including alien registration requirements, visa-interview appointment changes, expanded screening and vetting for H-1B/H-4 applicants, interview-waiver eligibility changes, and travel reminders. These efforts supported informed participation, individual status maintenance, case-specific assistance, and department and program compliance.



Extending this compliance foundation, OIS strengthened institutional readiness through the International Services/Visa Compliance Working Group, which brought OIS together with academic campus partners to identify how to maintain ability to sponsor, recruit, hire, and retain the clinical, faculty, researchers, trainees, and students as an integrated institution. That collaborative planning gave the working group a clear pathway for the required transition of J-1 records. As part of this, OIS conducted records review, coordinated with the Department of State to withdraw the Health Science Center as a sponsor, provided all necessary updated DS-2019 documents, and guided advisors and visa holders to successfully move the 144 J-1 exchange visitors under sponsorship of the integrated University of Texas at San Antonio. This preparation preserved J-1 sponsorship capacity within the merged institution, allowing exchange visitors to remain supported with updated documents and complaint records.

In a year of regulatory and institutional change, OIS sustained international activity with the compliance, communication, education, travel review, and integration planning required to maintain the sponsorship ability that supports the university's academic, research, and clinical missions.

Cultivating the Architecture of Reliable Academic Administration

The Office of the University Registrar (OUR) bolstered institutional effectiveness through strategic program support, student service enhancements, and a focus on service continuity.



A primary achievement included upgrading to CourseLeaf 10, which strengthened catalog and curriculum management by resolving implementation issues and integrating user-driven refinements to facilitate publication of the 2025-2026 UT San Antonio Health Science Center Catalog. Building on this operational foundation, the OUR expanded outreach to the School of Public Health to further align curriculum documentation with accreditation and board requirements. Parallel efforts optimized the Visiting Student process across all six Health Science Center schools through refined Formstack messaging, a dedicated Outlook group, and cross-departmental badge coordination, shortening the credentialing timeline to three business days. Following two formal training sessions, survey results showed neutral and uncomfortable responses reduced to zero, signaling a marked increase in participant confidence and workflow clarity.

Maintaining continuous quality improvement as a central priority, the OUR leveraged student feedback to drive service effectiveness and efficiency. Transcript ordering was enhanced through targeted outreach and National Student Clearinghouse (NSC) updates, including MyHub email capture enabling direct student feedback. During the reporting period, 877 transcript requests and 684 MyHub emails informed expanded satisfaction analysis, proactive technical discrepancy escalation, and improved dual-degree reporting accuracy. Transcript surveys indicate 85% found the status emails helpful, with over 85% satisfied with the process. OUR also launched a Return from Leave of Absence eForm to streamline a key process promoting student progression. Similarly, the OUR transformed the Pre-Registration Student Handbook from a static PDF into a Canva-based, Canvas-embedded resource within New Student Orientation. Seventy-two percent of surveyed students reported utilizing the handbook, with information clarity and reliability rated above 90%.

As a central driver of operational stability, the Registrar co-led the Student Career Planning Working Group, addressing considerations from recruitment through post-graduation. This work promoted standardized nomenclature use in recruitment materials and external application portals while ensuring accuracy in transcripts, diplomas, and related student records. Concurrently, the OUR's continuous operational improvement mindset helped expand capacity for cross-training and responsiveness. The office was thus able to manage evolving graduation operations, transcript updates, and Summer 2025 conferral processes while also coordinating dual-diploma issuance for HB 5180 compliance. Additionally, the team developed a merger-focused SharePoint site to centralize OUR procedures and track policy alignment across campuses, while extensive internal documentation updates reinforced audit readiness and consistent application of registrar procedures, positioning the OUR for seamless process continuity and collaboration across future integration phases.

The Office of the University Registrar amplified institutional capacity in 2025 through strategic system upgrades, operational enhancements, and sustained dedication to student-centered service and institutional readiness. As a leader in planning, compliance, and cross-functional collaboration, the OUR remains a trusted partner in sustained educational, operational, and organizational excellence.

Transforming Resources to Advance Clinical and Scholarly Excellence

In 2025, the University of Texas at San Antonio Health Science Center Libraries served as a central infrastructure partner supporting high-quality clinical care, academic success, and institutional collaboration. Working closely with clinical leadership, the Libraries acquired new clinical information resources, including multi-year licenses for Lexidrug™ and UpToDate®, evidence-based tools that provide clinicians with reliable drug and medical information for patient care. An additional 12 resources to support quality improvement, regulatory readiness, and staff development were acquired to support preparation for accreditation and opening of the hospital. All resources are available campus-wide, extending this support to students preparing for clinical practice, research-informed care, and health administration.

Alongside these clinical resource advancements, the Libraries invested more than \$250,000 in space enhancements to modernize campus study environments. Guided by student input, 500 new task chairs were installed, and the Chilton Meeting and Study Rooms were renovated with collaborative technology and high-definition displays. These infrastructure updates, including a modernized fire suppression system and energy-efficient lighting, reinforce the library as a secure, responsive environment for collaborative learning.



As part of the integration of the UT San Antonio and UT Health San Antonio library systems, the Libraries expanded shared access to digital resources and realized cost efficiencies across the integrated institution. Leadership teams from both systems developed an initial framework that made more than 32 information resources accessible to the entire UT San Antonio community at no additional cost. The Libraries also transitioned to full Texas Digital Library membership under UT San Antonio, resulting in \$5,000 in direct savings. Liaison librarians leveraged these expanded resources to support research and clinical inquiries while collaborating with UT System colleagues to increase the number of Read and Publish agreements supporting open access publishing. To date, Health Science Center researchers have produced 192 publications under the 11 agreements resulting in \$535,948 in cost savings. Compared with the previous year, publication count increased by 134 percent, and cost savings increased by 187 percent.



The Libraries' stewardship of resources, expertise, and shared access strengthens the foundation for mission-critical work across the institution, ensuring that clinicians, students, faculty, staff, and researchers have the knowledge infrastructure necessary to learn, advance discovery, share scholarship, and care in an evolving academic and healthcare environment.

Safeguarding Compliance and Aid Continuity During Operational Realignment

The Office of Veteran Services and Financial Aid (VSFA) prioritized system readiness, collaborative integration planning, and strategic communications in 2025 to ensure uninterrupted student and veteran aid delivery amid federal regulatory changes and institutional transition while maintaining institutional, state, and federal compliance.

As the FAFSA Simplification Act continued to reshape aid administration, VSFA identified new issues affecting students for the 25-26 aid year, evaluated the effectiveness of prior-year changes, and targeted areas where financial assistance delivery could be further streamlined. This assessment informed strategic revisions to internal workflows, procedures, and communication strategies. The office tested student information system updates, modified aid worksheet requirements, and developed an automated daily routine to send streamlined communications to students receiving state aid while reducing staff processing time to preserve capacity for direct student support.

Amidst optimization for statutory financial aid changes, the VSFA director co-led the Financial Aid Working Group alongside academic campus financial aid and veterans' benefits partners to ensure compliance and aid continuity. Guidance from the Department of Education prompted the decision to convert to UTSA's school code for 26-27. Consequently, VSFA worked with IT partners, utilizing a new server test environment within the student information system to map out implementation of the change. Additionally, Health Science Center and academic partners established a transition timeline and secure file transfer processes to share future ISIR, loan, and Pell data. External outreach supported compliant next steps, including developing a name change notification plan with the Texas Veterans Commission and UTSA's Veterans Director and collaborating with alternative loan servicer ELM to affirm processing paths. To prepare learners, VSFA implemented campaigns advising students of the new code and notifying Direct Loan borrowers to complete new Master Promissory Notes. VSFA also helped develop an emergency "No Fee" loan for students negatively impacted by disbursement delays.

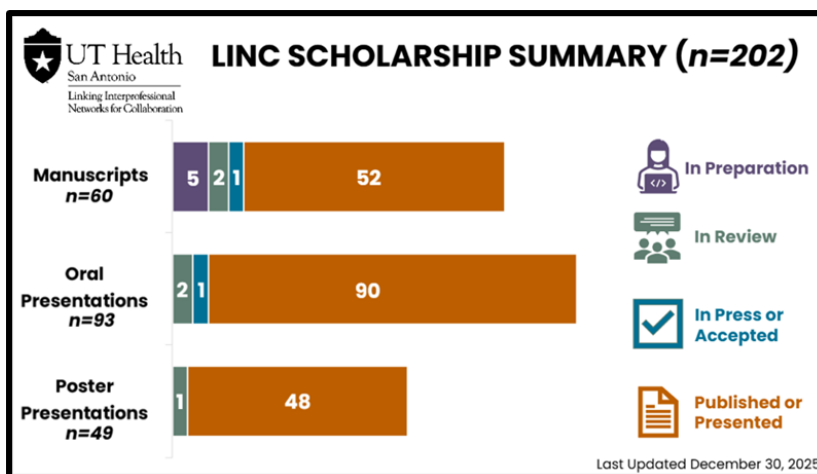
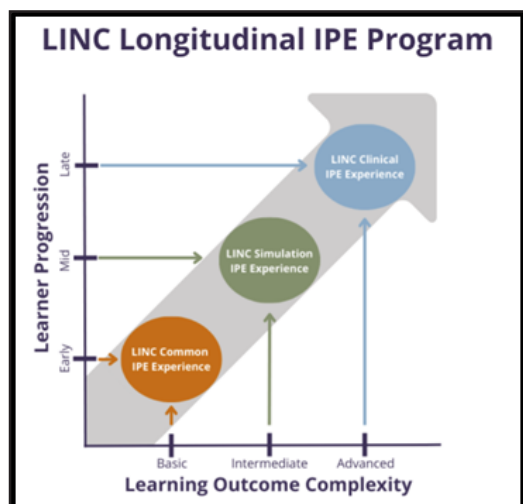


Accurate guidance and financial literacy remained central to VSFA's support for students, veteran students, and campus partners. Through outreach, tabling, and school-based events, VSFA promoted financial literacy, encouraged FAFSA and scholarship completion using the UTSA school code, and provided guidance on veteran benefits, aid-process changes, and financial planning.

In 2025, VSFA delivered \$94 million in aid to 3,406 students and veterans and advanced institutional readiness through compliant system management, cross-campus collaboration, and targeted financial guidance that will continue to support students' ability to obtain the financial resources needed to pursue their educational goals.

The Health Science Center Shines Through Innovation and Expertise in Interprofessional Education

Linking Interprofessional Networks for Collaboration (LINC) is an AFSA initiative aimed at advancing interprofessional education (IPE) through collaborative infrastructure inclusive of all health science center schools. Since its inception in 2019, LINC contributors have established the health science center as an engine of innovation and expertise in IPE through high-impact educational programming (figure) and scholarship (graph).



LINC proudly reached two important milestones this calendar year, surpassing 3,200 student participants in our longitudinal program in 2025—Common IPE: 1,296; Simulation IPE: 1,118; Clinical IPE: 787—and 200 scholarly dissemination products since its inception, including invited presentations at conferences organized by the Association of American Medical Colleges, the American Physical Therapy Association, the Interprofessional Education Collaborative, and the National Center for Interprofessional Practice and Education. Importantly, this strong momentum was maintained throughout an organizational restructuring that brought many new faculty leaders into the initiative's work (see photos below), positioning LINC for continued growth and impact.



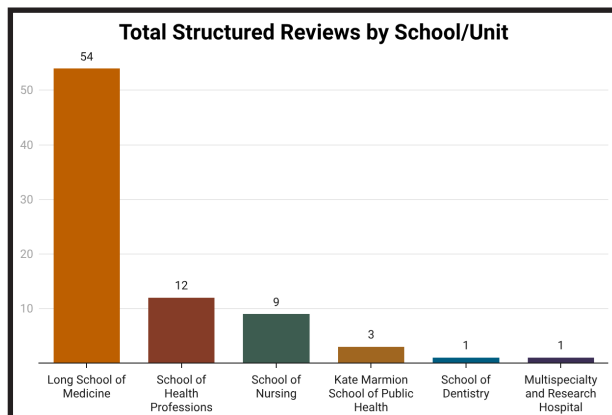
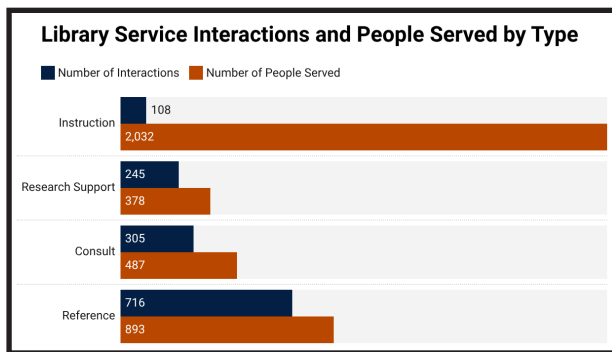
Left to Right: Dr. Sadie Trammell Velásquez (LSOM), LINC Assistant Director for Educational Programming; Dr. Cynthia Wall (SON), Leader, LINC Common IPE Experience; Dr. Angela Kennedy (SHP), Leader, LINC Clinical IPE Experience; Dr. Amir Begovic (LSOM), Leader, LINC Simulation IPE Experience.



Turning Institutional Priority into Reality

The Division of Academic, Faculty, and Student Affairs (AFSA) strengthens the services, practices, and expertise that support students, faculty, programs, and institutional compliance. From 2025, the following select highlights illustrate how AFSA expanded access, improved reliability, demonstrated leadership, and helped build the academic and student-support structures required for successful integration:

- The Student Counseling Center (SCC) added on-demand wellness support through TimelyCare's free, 24/7 virtual medical and mental health counseling alongside a campus relaxation room where massage chairs were utilized 756 times. These virtual and campus-based resources expanded practical options for seeking care, managing stress, finding restoration, and maintaining well-being.
- The Office of Student Life (OSL) collaborated with IT, HR, and the academic campus to complete planning for campus-wide VIA bus pass access for faculty, staff, and students. Working in conjunction with institutional leadership, OSL also received approval to establish a Health Science Center student food pantry pilot program.
- The Office of the University Registrar (OUR) applied student records expertise to emergency readiness, partnering with the Office of Institutional Research to develop an Emergency Contact Roster. The tool gives leaders secure, program-specific access to student and medical resident contact data when urgent outreach is needed.



- Veteran Services and Financial Aid (VSFA) advised students and families at key academic milestones to support informed financial decisions. VSFA provided budgeting, money management, and Texas Excellence Grant guidance to School of Nursing New Horizon Scholars, and guided prospective BSN families on scholarships, VA benefits, loan options, Pell Grants, dependency status, merger questions, and school codes.
- To guide continuing learners through federal aid changes, VSFA provided program-specific updates on loan impacts, summer aid timing, and merger deadlines for graduate and Physician Assistant students, including those at the Laredo campus. This ensured consistent financial aid guidance across all instructional locations, modalities, and levels.
- The Office of Educational Support Services (OESS) conducted training to prepare faculty to apply support consistently across academic and clinical learning environments. These sessions covered the Americans with Disabilities Act (ADA), pregnant and parenting student (PPS) guidelines, institutional processes, digital accessibility, and accommodations, directly strengthening faculty and program readiness.
- Liaison librarians reached 3,790 people across the six schools and units they support, strengthening research and evidence-based inquiry through 80 structured reviews and 1,374 service interactions, including delivering 108 instruction sessions to 2,032 participants.

Turning Institutional Priority into Reality

- The Libraries also revised the University Records Retention Schedule, earning recertification from the Texas State Library and Archives Commission and establishing a modernized and legally validated framework that strengthens compliance, reduces institutional risk, and improves enterprise-wide records governance.
- The Office of International Services (OIS) applied its compliance expertise to support the Graduate Medical Education (GME) Non-Standard Training Recognition Site Visit, providing evidence of the visa documentation, institutional processes, and trainee support required for international physicians in ECFMG-sponsored clinical training.
- Dr. Joseph Zorek, LINC Executive Director, demonstrated continued leadership in interprofessional education and scholarship as he was appointed Editor-in-Chief of the *Journal of Interprofessional Education & Practice* (JIEP), the official journal of the National Academies of Practice.
- Dr. Zorek and Dr. Rebecca Moote were also recognized for their scholarly work when their co-authored article, “Advancing clinical interprofessional education to prepare student pharmacists for interprofessional collaborative practice,” in the *Journal of the American College of Clinical Pharmacy*, was named a 2025 Top-Cited Article by the publisher Wiley.
- LINC’s expertise was also drawn upon beyond the Health Science Center when Dr. Zorek served on an external review committee to strengthen the University of Michigan’s Center for Interprofessional Education.
- To support integration, AFSA helped advance the accreditation process through the SACSCOC Accreditation Task Force, a cross-campus group co-led by the Vice President for Academic, Faculty and Student Affairs. Working with leaders, faculty, and staff across campuses, the task force authored and submitted the prospectus, securing SACSCOC approval to merge.
- AFSA leaders and staff also collaborated with academic campus partners to define how core student, academic, records, and compliance functions would operate as a merged institution. Working groups addressed financial aid continuity; library resources and access; student services; mandatory student fees and benefits; student records and career planning; undergraduate program alignment; and international services and visa compliance, creating the compliance evidence documented in the Substantive Change Report.
- During the SACSCOC Substantive Change Committee site visit, reviewers examined the aligned academic and student-support operations in practice through interviews with AFSA leaders and staff and their academic campus counterparts, affirming that UT San Antonio remained in compliance across all 34 accreditation standards reviewed.



Turning priorities into practice through expanded direct support, strengthened academic and compliance functions, demonstrated scholarly leadership, and cross-campus collaboration, AFSA helped shape the shared standards of excellence required for UT San Antonio to operate as the third-largest public research university in Texas and advance its mission as a premier global institution deeply committed to making lives better for the communities it serves.

AFSA BY THE NUMBERS



OIS supported

292

J-1 International students,
scholars, and alien
physicians in 2025,
representing

41

countries



19,086

mental health sessions
provided through the
Student Counseling
Center in 2025

OESS processed

117



new ADA requests

&

27



pregnancy- and
related-condition
accommodation requests



OSL supported

151

active student organizations

&

Nearly

2,174

annual
recreational sports
participants



192

total Health Science Center publications
supported by Read & Publish agreements

&



\$535,948

in total publishing cost savings
through Read and Publish agreements



4,829

transcripts processed
by the OUR

VSFA helped deliver

\$94 million

in financial aid to

3,406

Health Science Center learners



Liaison Librarians supported



3,790

community
members



142

LINC presentations
since 2018

2025 AFSA ANNUAL REPORT

Editing

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Photography

Creative Media Services &

Academic, Faculty & Student Affairs





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