

People and Culture NEWSLETTER

FROM THE
UTA Office of Talent, Culture, and Engagement



ON-CAMPUS CELEBRATION

SAC WELCOME BASH

New and returning faculty and staff kicked off the academic year at the Staff Advisory Council's (SAC) inaugural welcome bash Sept. 24, 2025.

Designed to build community and foster connection across departments, the celebration allowed new employees to network and returning employees to reconnect with colleagues while enjoying food and outdoor

games. This event marked a milestone for SAC as it expanded engagement offerings for employees, reinforcing its mission to foster community, collaboration, and staff well-being.

Holiday Celebration

Employees joined President Jennifer Cowley for the Annual Faculty and Staff Holiday Celebration on Dec. 9, 2025, in Bluebonnet Ballroom. Hosted by Talent, Culture, and Engagement, the holiday reception brought 1,000 employees together. They participated in interactive activities highlighting the University's shared values and enjoyed light snacks and the DJ's music, with many attendees hitting the dance floor. This was set against seasonal decor that offered a warm space for colleagues to connect and celebrate the holiday season together.

With the theme "United in Spirit, Shining with Values," the event focused on UTA's shared values—collaboration, engagement, excellence, innovation, and integrity—and emphasized how these principles guide the University's work and culture. The occasion also marked the launch of the MavUp MVP employee recognition program, an initiative designed to applaud colleagues who embody these values in their daily efforts. To make this event possible, employee organizers from across campus collaborated with the TCE Holiday Committee.



Attendees brought home gift bags commemorating the launch of the MavUp MVP employee recognition program.



Employees high fived by writing the names of colleagues who exhibit UTA's shared values.



WELCOME LETTER

DEAR COLLEAGUES,

It is my great pleasure to welcome you to the second edition of the People and Culture Newsletter—a publication that celebrates what truly sets our University apart: you. Every story shared, every milestone honored, and every accomplishment highlighted reflects the remarkable dedication, talent, and heart of the faculty and staff who make UTA a beacon of excellence.

As dean of the Graduate School, I am profoundly inspired by the extraordinary collective effort across our campus to uphold one of the central pillars of the University's strategic plan *UTA 2030*, **student success**. This pillar stands as a powerful reminder that student achievement is not the work of one office or one moment; it is the work of a Maverick community united in purpose. Each day, deans, department chairs, faculty, and staff work together to create conditions in which every Maverick can thrive. Whether you are redesigning curriculum, guiding students through transformative research experiences, refining advising practices, or building an environment that is both engaging and supportive, your work shapes the academic journeys and future achievements of thousands. Student success is not simply a goal—it is the living proof of your dedication, reflected in every graduating class and every Maverick story.

This edition of the newsletter underscores our shared commitment not only to our students, but to our people—the individuals whose expertise, compassion, and hard work make student success possible. I encourage you to explore this issue and celebrate the accomplishments that make UTA such a vibrant, dynamic institution. Thank you for the extraordinary contributions you make each day to elevate UTA and empower our students to reach their highest potential.

With sincere appreciation,

James P. Grover

James P. Grover, Ph.D.
Dean of the Graduate School



Faculty Promotion Dinner

Faculty, chairs, deans, friends, and family joined together on Oct. 9, 2025, to recognize 75 faculty members who earned tenure or a promotion.

EMPLOYEE ACCOLADES

Maverick Performance Excellence Award

The Maverick Performance Excellence Award (MPEA) recognizes employees who have made a meaningful impact on their department, college, or the University through exceptional

performance. Recipients are granted paid time off as a token of appreciation and encouragement. Employees can nominate their peers by submitting an MPEA nomination form.

Congratulations to Fall 2025 Awardees!

- | | | | |
|--------------------|------------------|----------------|------------------|
| Sheila Barton | Mike Garcia | David Locke | Deborah Tate |
| Amy Brannon | Mark Harris | Cody Lundberg | Angela Thompson |
| Thelma Cabrera | Kristina Hill | Diann Maurer | Mindi Turner |
| Maria Carmona | Ashleigh Johnson | Jeffrey Morris | Vamsee Vadlamudi |
| Larry Cummings III | Adam Kaufman | Edward Reiss | Megan Vargas |
| McKenna Erwin | Todd Kelley | Melissa Smith | Michelle Wampler |
| Kimberly Evans | Nali Kim | Todd Smith | |
| Heather Farmer | Ron LaPosa | Julie Spann | |



“This recognition motivates me to continue striving for excellence in the UTA School of Social Work Title IVE Child Welfare Stipend Program. It reinforces my commitment to ensuring that our program remains the strongest and most innovative among universities. It has renewed my drive to keep improving, keep learning, and keep advocating for high-quality training and education within child welfare.”

—Kimberly Evans



“It gave me a real boost of confidence knowing my efforts were genuinely appreciated and valued. The support I've received has meant a lot, and this recognition helps me stay focused and on track. It's a motivator to keep pushing forward and continue doing my best.”

—Deborah Tate



“I am honored, especially because this award recognizes the work I do as an OIT project manager. Receiving this award reaffirms that my decision to shift from student-facing positions to a role that supports students by strengthening the University was absolutely the right move. This recognition motivates me even more to continue growing in my field.”

—Melissa Smith

Outstanding Faculty

Two UTA faculty members—Karen Magruder and Mohsen Shahandashti—have been named recipients of the 2025 UT Regents’ Outstanding Teaching Awards, one of the highest honors for educators in the UT System. The awards celebrate faculty whose innovation, mentorship, and classroom excellence make a lasting impact on students.

Dr. Magruder, an associate professor of practice and program director for UTA’s doctoral social work program, is known for mentoring students long



Karen Magruder

after graduation and bridging theory and practice in her teaching. Dr. Shahandashti, a professor in the Department of Civil Engineering, has built a career developing innovative courses, hands-on learning



Mohsen Shahandashti

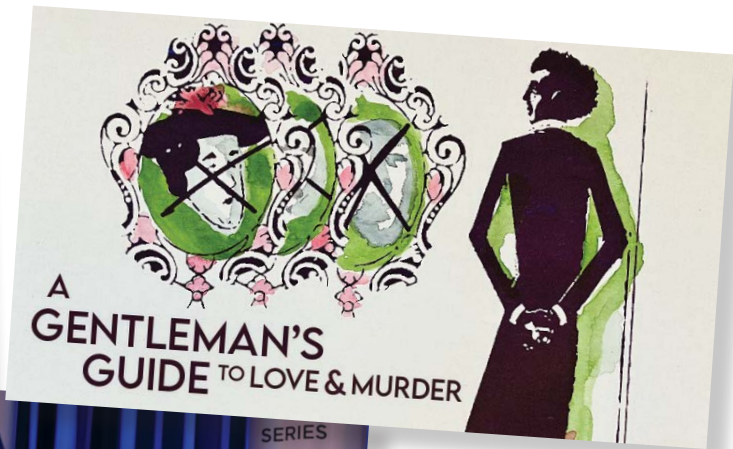
experiences, and industry-facing programs that prepare students for professional success.

STAYING ENGAGED

Events That Welcome Forever Mavericks

During the fall, retirees were invited to attend a variety of campus events open to the broader UTA community, including an installment of the Maverick Speakers Series featuring former U.S. ambassador to the Russian Federation Michael McFaul and the Department of Department

of Theatre Arts and Dance’s performance of *A Gentleman’s Guide to Love and Murder*. These events offered former employees and members of the Retirement Club enriching, social, and educational experiences that brought them back to the place where they spent all or part of their career. A variety of opportunities for retirees to stay connected to the campus community were scheduled throughout the year, thanks to Lynn Tanner, executive assistant in TCE.



Clockwise from top left: Theater performance attendees; Poster for the musical that retirees were invited to attend; Former ambassador Michael McFaul with Brian Whitmore at his Maverick Speakers Series event.

RESEARCH & INNOVATION

Inside UTA's New Biotech Training Lab

UTA celebrated the grand opening of the National Center for Therapeutics Manufacturing satellite campus (NCTM²) in Dallas on Dec. 4, 2025, and is already hosting the first cohort of UTA students. Under UTA’s Institute of Biomanufacturing and Precision Medicine for North Texas and in partnership with the Texas A&M Engineering Experiment Station, NCTM² at Pegasus Park’s Bridge Labs serves as an epicenter for biomanufacturing research.

“Together, we are strengthening the biomanufacturing workforce and expanding access to hands-on training. We’re also creating pathways for students, researchers, and entrepreneurs to bring lifesaving innovations from concept to market,” UTA President Jennifer Cowley said at

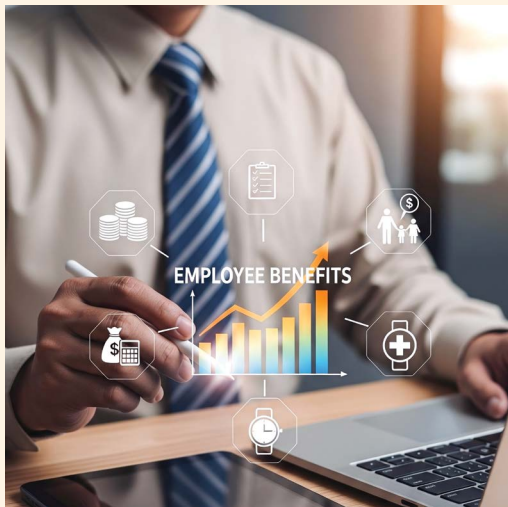
the ribbon-cutting ceremony. “Our investment is helping ensure that North Texas becomes a destination for biotech talent to develop and thrive.”

With state-of-the-art facilities and transformative training programs, NCTM² accelerates biomanufacturing research, supports clinical trials, and prepares students and industry professionals to meet the growing demand for skilled talent in the life sciences sector.

NCTM² will expand UTA’s research capabilities and deepen its collaboration with regional institutions and industry partners to address critical health and national security challenges, all while strengthening North Texas’ role in the national bioeconomy.



President Jennifer Cowley tours NCTM² on the day of its grand opening in December 2025.



EMPLOYEE SERVICES

Compensation Education

TCE offers educational classes to all faculty and staff to promote pay transparency and educate employees on compensation policies, practices, and processes. Attendees receive information on a variety of topics including but not limited to the compensation and classification request process, Fair Labor Standards Act, compensatory time and who qualifies for it, the process used to gather market data, the leadership titling protocol, and UTA pay structures. The classes are available online via Canvas or in person. Departments can request in-person training courses tailored to their needs. The compensation website (uta.edu/hr/compensation) provides information on leadership titling, administrative support titling, salary quartiles, and more.

Employee Emergency Fund

The Employee Emergency Fund (EEF) provides short-term assistance for employees experiencing significant financial hardship. Covering basic needs for eligible employees, this fund granted \$4,264.39 to employees in need during the fall 2025 semester. To be eligible, you must be an active employee in a non-student role, have full or part-time continuous employment for at least six months prior to the date you apply, have a temporary financial hardship because of an emergency, and have an adjusted gross income of less than \$50,000 for an individual or \$100,000 or less for couple filing jointly. The maximum award amount per calendar year is \$1,000.

Temporary financial hardship means a hardship event rather than pre-existing financial concerns. A temporary financial hardship is one caused by a specific event such as the death of a family or household member, serious illness or injury, loss of livable housing due to a fire or natural disaster, significant loss of household income affecting your ability to pay for basic needs, or medical expenses resulting from an accident.

For more information, visit resources.uta.edu/hr/services/employee-emergency-fund.

TAKING ACTION

Plans Created Based on the People and Culture Survey Results



ACTION PLAN FOR UTA LIBRARIES

The primary goal of this action plan was to address a key opportunity for improvement identified in our organizational survey: “People know what is expected from them at work.” To strengthen clarity, alignment, and fairness, the Libraries launched a comprehensive position description audit to ensure all staff job descriptions accurately reflect current duties, expectations, and organizational priorities.

Action Plan Highlights

1. Review & Verification by Supervisors/Managers
2. Position Description Updates
3. Compensation Review
4. Transparency
5. Creation of a Centralized Employee Management App

Key Contributors

- **Dean John Wang** – Led the effort.
- **Matt Duncan** – Built and optimized the Libraries’ Employee Management app, streamlining document access and ensuring long-term sustainability.
- **Supervisors and Managers** – Conducted detailed reviews of individual job descriptions and identified outdated or incomplete content.
- **TCE’s Compensation Team** – Evaluated pay bands and classifications to maintain equitable compensation.
- **Libraries’ Organizational Excellence Team** – Provided outstanding organization and coordination; ensured job descriptions were gathered, submitted, and managed efficiently; collaborated closely with Matt Duncan on system development.



ACTION PLAN FOR SCHOOL OF SOCIAL WORK

The School of Social Work took on three initiatives based on employee feedback: fostering a sense of care and belonging, empowering staff and faculty in decision-making, and supporting professional growth.

Fostering a Sense of Care and Belonging—Actions Taken

- Conducted a year-long strategic planning process that included data collection from key stakeholders, two faculty and staff retreats focused on visioning and collaborative goal-setting, and the development of a strategic plan that focuses on six strategic pillars.

Key Contributors

- **Associate Dean Holli Slater** – Facilitated the strategic planning process and retreats, implemented communication and engagement structures, and organized town halls and incorporated feedback into governance revisions.
- **Faculty and Staff** – Participated in retreats, feedback sessions, and town halls, and contributed ideas and input to shape strategic pillars and governance updates.

- **Marketing and Communications Team** – Supported coordination of meetings, retreats, and communication efforts and the marketing of the strategic plan internally and externally.

Empowering Staff and Faculty in Decision-Making—Actions Taken

- Reimagined the School of Social Work’s Executive Committee to include representation from faculty at each rank, staff representation across units, and school leadership.
- Implemented a task force model that allows faculty and staff to propose initiatives aligned with the school’s strategic plan.
- Reinstated regular staff meetings
- Revised school bylaws to formally incorporate staff representation.

Key Contributors

- **Executive Committee Members** – Provided input on decision-making and policy discussions.
- **Associate Dean Slater** – Supported task force development, helped align initiatives with strategic plan priorities, and provided implementation guidance.
- **Task Force Leaders and Members** – Generated ideas, led initiatives, and facilitated collaboration across faculty, staff, students, and leadership.
- **School Leadership** – Provided sponsorship and resources for initiatives and encouraged participatory governance.

Supporting Professional Growth—Actions Taken

- Implemented tailored professional development opportunities for faculty and staff.
- Established Professional Development Fridays.
- Conducted a staff professional development survey.
- Provided targeted training opportunities based on staff goals.
- Encouraged faculty and staff participation in leadership opportunities through task forces and strategic initiatives.
- Established two new task forces (Professional Development for Faculty Task Force and Professional Development for Staff Task Force) aimed at supporting professional development opportunities.

Key Contributors

- **Associate Dean Anne Nordberg** and **Assistant Director Nelda Lawson** – Developed and led faculty-focused professional development programming.
- **Supervisors and Unit Leaders** – Facilitated goal-setting conversations and connected staff with development opportunities.
- **School Leadership** – Allocated resources and prioritized professional growth initiatives.
- **Faculty and Staff** – Participated in professional development, leadership opportunities, and task forces.



ERG SPOTLIGHT

Military, Veterans, & First Responders Employee Network

With the goal of fostering an environment where employees can thrive and feel supported, the Military, Veteran, & First Responders Employee Network is open to all faculty and staff who want to advocate for military veterans, their families, and first responders, while exploring related employee issues, history, and culture.

MEET THE LEADERSHIP TEAM



Zach Helton
Network Chair; OIT Senior Unified Communications Tech

Helton works to improve the overall quality of the ERG through engagement with members and

collaboration with Military and Veteran Services, UTA Police Department, and the College of Nursing and Health Innovation. He emphasized that the group welcomes any UTA employee who supports military and first responders; you don't have to have previous experience in the military or as a first responder to join.

"Being a part of this ERG has resurrected my sense of belonging that I felt was waning, as the years away from the military and first responder community grew. I am proud to give back to our community once more, and I am honored to serve alongside such a dedicated group of highly skilled individuals."



Kenny Gibbs
Network Co-Chair; OIT Systems & Configuration Programming Analyst

After serving 13 years in the Army and collaborating with multiple branches, Gibbs saw this

ERG as an opportunity to connect with colleagues and support others who understand the unique paths of service members and first responders.

"As a veteran with close family members who are first responders, this group allows me to give back to a community that has shaped so much of my life. It's a place where shared experiences bring people together, and where we can support one another in ways that truly matter."



Robin Ranzy
Network Secretary; Veterans Upward Bound Coordinator

In her role as Veteran Upward Bound Coordinator, Ranzy supports veterans and

service members as they transition into higher education. As a veteran and long-time advocate for military-connected communities, she was inspired to help highlight the value military members, veterans, and first responders bring to the University.

"The MVF ERG is about more than recognition and impact. Together, we are building a supportive, visible, and engaged community that adds value to UTA's mission."



Ashten Simmons
Network Communications Committee Leader; Veterans Business Outreach Center Director of Special Programs

Simmons, a military spouse, works with veteran

and military-connected entrepreneurs through the UTA Veterans Business Outreach Center, where she sees firsthand both the strengths and the unique challenges the veteran community faces. She stepped into a leadership role because she believes in the power of representation, connection, and communication.

"This ERG is about a sense of community where people can show up as their full selves, support one another through challenges, and celebrate each other's successes. Being part of this network reminds me that we're not alone in our journeys and that together we can build a stronger, more connected, and more supportive UTA for military veterans, first responders, and their families."



Rhonda Hampton Hudson
Network Finance and Budget Committee Leader; CONHI Clinical Professor

Hampton Hudson, who was a military nurse for

20 years, connects nursing students with military recruitment teams and provides military referrals when possible. She has been part of the Military Advisory Board since 2021 and taught a class for first-time veterans at UTA in 2023.

"This ERG allows me to advocate for those who serve, mentor future clinicians and leaders, and help bridge the gap between military culture and the broader organization. Most importantly, it connects me with people who carry the same sense of duty and purpose, creating a network where service-driven professionals can support one another and continue making an impact long after the uniform comes off."



Natalie Braggs
Network Membership Committee Leader; OIT Manager of Applications & Services

Braggs, who was in the United States Army for 10 years, takes advice

from the leaders in this ERG and applies it to her current role. She enjoys the positive and uplifting atmosphere of the group.

"Being around other military members has always been a safe place for me. The brotherhood and sisterhood we share never fades. It's something that stays with veterans for life."



Donald L. Schuman
Network Nominations Committee Leader; Social Work Associate Professor of Practice

Dr. Schuman's background is rooted in behavioral health and substance use

treatment across military, Veterans Affairs, and academic settings. Service has always mattered to him, both personally and professionally. He served 27 years in the U.S. Army, retired as a sergeant major, and continued to serve in the Army Civilian Corps for another 14 years. He helps ensure the ERG remains strong by encouraging participation, identifying emerging leaders, and supporting a thoughtful nominations process.

"What makes this ERG special is the shared understanding. People don't have to over-explain their experiences. It's a space where service is respected, transitions are understood, and support is practical."



Gregory Finney
Network Past Chair; UTA Police Department Community Engagement & Crime Prevention Officer

Finney was selected as the inaugural chair for the ERG. He was excited

to build a supportive space that recognizes the unique experiences, skills, and challenges of veterans and first responders, while advocating for their needs within the University.

"This ERG is special to me because it creates a sense of belonging and understanding for individuals whose service backgrounds often shape how they navigate the workplace. It reflects UTA's commitment to valuing service, leadership, and community, and I am proud to be part of an initiative that uplifts those who have dedicated themselves to serving others."

INSPIRING CHANGE

How Providing Feedback Makes a Difference



Over the last several years, UTA has strengthened how we listen to employees' experiences through two connected services: the Gallup Employee Engagement Survey (the full engagement survey) and the Gallup Pulse Survey (a shorter, off-cycle check-in). Together, these surveys give all active faculty and staff a consistent, trusted way to share what's working, what needs attention, and what will make UTA a better place to work.

The Purpose Behind the Process

These surveys turn employee feedback into actionable insight so leaders can make targeted improvements, teams can strengthen engagement, and the institution can measure progress over time using the Gallup Q12 framework. At UTA, this allows us to analyze engagement through four connected areas:

- Basic needs (Do I have what I need to do my work well?)
- Individual contribution (Do I feel valued and able to do what I do best?)
- Teamwork (Do I feel connected, supported, and part of a strong team culture?)
- Growth (Am I developing, learning, and able to see a future here?)

Results are designed to be immediately actionable, helping leaders prioritize what to sustain, what to improve, and where targeted support will have the greatest impact.

An Ongoing Cycle

This work is intentionally designed as a continuous listening and improvement cycle, not a one-time survey. The full engagement survey establishes a deeper baseline, while the pulse survey serves as a timely checkpoint, so leaders can monitor progress, assess whether actions are working, and respond to emerging needs in a timely manner.

How to Participate

Employees access this service by completing the Gallup Employee Engagement Survey or Gallup Pulse Survey during the open administration window using the official survey link sent to their UTA email address from Gallup. Participation is voluntary, and employees are encouraged to respond candidly, so results accurately reflect their experience.

A Commitment to Confidentiality & Best Practices

To protect employees and ensure responsible reporting, results follow confidentiality thresholds. Unit-level reporting is shared with leaders to support local action planning and transparent follow-through. To support confidentiality, results follow minimum response thresholds, meaning some views may be suppressed when there are too few responses to report.

The Impact

These surveys create a clear expectation across campus that employee feedback leads to action, not just reporting. Employees have shared appreciation for having a consistent, trusted way to voice what's working and what needs improvement, and for seeing results translated into unit-level conversations rather than staying at a high-level summary. The pulse survey has been especially valuable as a mid-cycle checkpoint, helping leaders improve employees' day-to-day experience and make prompt adjustments rather than waiting for the next full survey. This service has strengthened transparency and helped teams align around shared priorities that improve the employee experience.

Coming Up

Results are first scheduled to be released to University senior leadership, and the team leading the engagement surveys is currently finalizing the communication and rollout plan for sharing findings more broadly with campus.

Learn More

Available resources include the official survey communications sent during each administration window, results summaries and key findings shared after the survey closes, and access to the Gallup Access platform (via UTA MyApps) where results and engagement insights are housed. In addition, business unit leaders receive unit-level reports to support local discussions and action planning, along with guidance from the Employee Engagement team on how to interpret results and turn them into meaningful next steps.

Who to Contact

Employees can contact TCE at peopleandculture@uta.edu for questions, support, or help interpreting results. They can also reach out to their business unit leader or local engagement point of contact for unit-level questions and action planning follow-up.

EMPLOYEE RECOGNITION

Mav Up MVP

The Mav Up MVP Employee Recognition program is a University-wide program designed to foster a culture of praise for employees to be appreciated and valued for their contributions to the UTA mission and living our shared values every day. All faculty, staff, and student employees are eligible to give and receive unlimited recognition. When you spot UTA's shared values in action, send a high-five by submitting a digital recognition card; cards are delivered straight to the recipient's inbox, with their supervisor copied. If you have a team interested in learning more, sign them up for the Mav Up MVP Canvas Course at oit.uta.edu/canvas/.



MAVERICK WELLNESS

Vaccination Clinics

In October 2025, Benefits Services proudly hosted three onsite flu and COVID-19 vaccination clinics, providing employees with convenient, no-cost access to seasonal flu vaccines and the most up-to-date COVID-19 immunizations. Offering this service at the Maverick Activities Center removed barriers to preventative care, promoted a healthier workplace, and encouraged employees to take proactive steps in protecting themselves and those around them.



Available Oct. 9, 23, and 24, the all-day clinics were structured to serve as many employees as possible and administered 323 vaccinations total.

TCE extends appreciation to Passport Health and Staying Healthy Medical Services for delivering efficient, professional vaccine services for all three events. Benefits Services remains dedicated to providing accessible wellness resources to our employees year-round. Stay tuned for future health and well-being opportunities.



Do you have a story to share about how faculty or staff have made a positive impact on UTA's workforce? Submit your ideas using this link for a chance to be featured here in the People and Culture Newsletter!



Employees Provide Language Assistance Through LASP

UTA is committed to fostering a supportive academic environment where all students feel supported and understood. The Language Assistance Stipend Program (LASP) plays a key role in advancing this mission by encouraging staff to provide verbal language assistance in student-facing roles.

LASP allows employees to use their bilingual skills to enhance communication across key areas such as advising, recruiting, admissions, enrollment, financial aid, and campus navigation. The program helps bridge language gaps between staff, students, and their families, while enriching the

overall student experience. Since its launch in 2023, the program has seen a growth in stipend holders and in total usage per year, with the largest participation and usage occurring in 2025.

Employees interested in participating must hold a qualifying position and regularly interact with students or their families. Selection is based on demonstrated language proficiency and prior experience providing verbal language assistance. All eligible applicants are required to successfully complete a comprehensive language proficiency assessment administered by a University-approved third-party vendor.

For more details on eligibility requirements and how to apply, please visit the LASP Program webpage at uta.edu/hr/translation_stipend_program/become-a-translator.



“This program helps me break down the language barriers that the UTA community and beyond faces every day. Providing services in multiple languages helps us amplify our reach.”

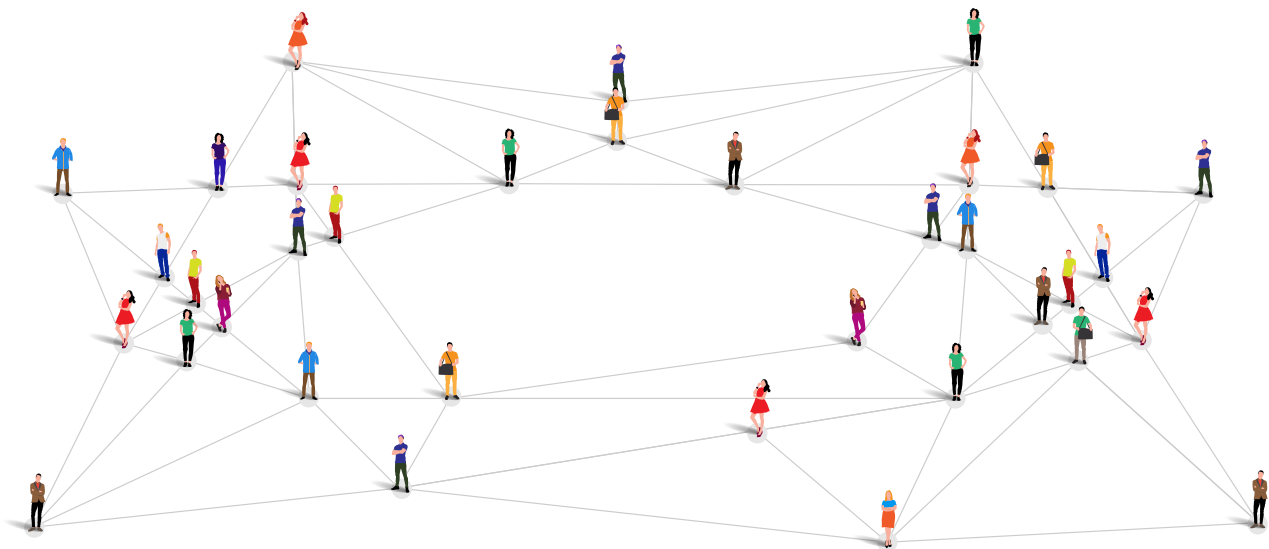
— Diana Villegas, TRIO Pre-College Program Educational Advisor



“The Language Assistance Stipend Program has enabled me to support students, staff, and parents at UTA by providing Vietnamese interpretation and language assistance. The program has helped bridge communication

gaps and ensure our campus community feels supported and included.”

— Jennie Mai, College of Engineering Academic Advisor III



MEET A MAV

Excited About Working at UTA

New employees attending MavJourney and the New Faculty Orientation Resource Hub were asked the question, “What are you most excited about at UTA?”



Katherine, Admissions
“Networking, gaining on-experience with recruitment, and supporting high school students.”



Arlen, Development & Alumni Relations
“I am excited about connecting our students to corporate partners, opening doors, and providing our students with new opportunities and resources.”



Elain, Center for Addiction Recovery Studies
“Making a difference for children as a youth prevention specialist.”



Destiny, TRIO Precollege
“Meeting new people, networking, and staying engaged on campus.”



Candice, Athletics
“Bridging UTA campus and Athletics to support student athletes at home events.”



Nohemi, Facilities Management
“Learning different procurement regulations.”



Want a chance to win a prize?

Fill in the blank for each statement below and email all 10 answers to engagement@uta.edu for an opportunity to win a UTA umbrella! The first 20 participants who submit all correct answers will receive a prize.

1. _____ (13 LETTERS): A UTA shared value centered on building partnerships and communicating openly.
2. _____ (10 LETTERS): A UTA shared value focused on valuing and respecting others.
3. _____ (10 LETTERS): A UTA shared value about maintaining high standards and striving for continuous improvement.
4. _____ (9 LETTERS): A UTA shared value emphasizing ethical, responsible, and truthful behavior.
5. _____ (10 LETTERS): A UTA shared value focused on exploring new ideas and creating boldly.
6. The UTA campus spans 420 _____ (5 LETTERS).
7. The UTA campus contains more than 100 _____ (9 LETTERS), some dating back to 1919.
8. UTA 2030: Shared Dream, Bright Future is UTA's new _____ (9 LETTERS) plan.
9. Strategic Theme "People and Culture": At UTA, we are committed to creating a _____ (7 LETTERS) where the unique contributions of every individual are valued and celebrated. We believe a truly supportive environment empowers everyone—employees, students, partners, and more—to engage fully and be their authentic selves.
10. UTA's _____ (6 LETTERS): To make a lasting impact on the communities we serve by developing student talent, leading in innovation and discovery, and fostering a culture of engagement.

UTA
Office of Talent,
Culture, and Engagement

