



Rising to the Challenge

2023 WACUBO ANNUAL CONFERENCE



STEPPING UP & LEADING THROUGH CRISIS

What do a Chief of Staff, a Chief Business Officer, and a Chief People Officer Have in Common?

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Leading During a Crisis

“The ultimate measure of a man is not where he stands in the moments of comfort, but where he stands at times of challenge and controversy.”

- Martin Luther King, Jr., Civil rights leader and minister



University Mission Statement

UTEP is a comprehensive public research university that is increasing **access** to **excellent** higher education. We advance discovery of public value and positively **impact** the health, culture, education and economy of the community we serve.



THE UNIVERSITY OF TEXAS AT EL PASO

AT A GLANCE

23,880

Students (Fall 2022)

169

Degree Programs

In 9 colleges and schools

\$130.5M

Annual Research Expenditures

95%

Minority

75

Bachelor's

70

Master's

24

Doctoral

In 9 colleges and schools

No. 6 in Texas

For federal research expenditures at public universities

49%

First-generation college students

\$1.4 Billion

UTEP's annual contribution to the El Paso County economy





PLACE



PEOPLE



**CULTURE
OF CARE**



**STRONG
PARTNERSHIPS**

Our Place



PEOPLE



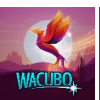
Setting the Stage

University tabletop exercises required the following:

Federal Emergency Management Agency (FEMA) training

1. Register for a FEMA SID number
<https://cdp.dhs.gov/femasid/register>
2. Completion of [Introduction to The Incident Command System Training](#)
IS-100.c training from list at <https://training.fema.gov/nims/>

All who participated in tabletop had a completed training certificate





CULTURE OF CARE

“The crisis you have to worry about most is the one you don’t see coming.”

- Mike Mansfield, Former Senate Majority Leader from 1961-1977 and diplomat

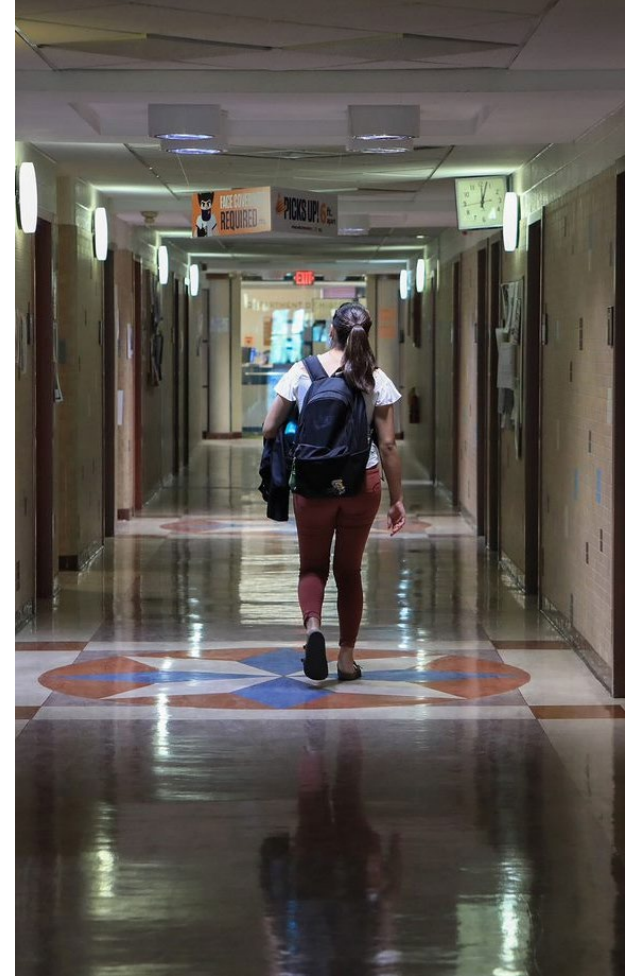
Guided by Goals/Principles:

1. **Protect the health of faculty, staff, students and visitors to the campus.**
2. **Maintain teaching and student progress toward degree.**
3. **Preserve research as much as possible.**
4. **Respond promptly to requests for assistance.**



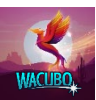
Initial Response

- On March 30th transition to solely online learning
 - 2,652 class sections went online with 23,667 students
 - 98.7% completion for Spring semester
- Student Wellbeing:
 - University housing
 - UTEP Food Pantry
 - Division of Student Affairs - Case Managers
- Technology Needs



But the Crisis Continued and Testing was Needed

- Testing resources were scarce.
- UTEP does not have a medical school and was not certified for clinical testing of any type.
- Research and faculty wanted to conduct “research” testing.
 - A small group met, including the lawyer, who advised research testing would not work because the law would not allow us to share results with those being tested.
- Decision was made to obtain certification and equipment for diagnostic testing.

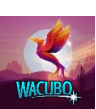


“It always seems impossible until it’s done”

- Nelson Mandela

- **THIS IS WHERE IT GETS INTERESTING!**

- Who will run such a program?
- What will be needed?
- How quickly can we do it?





ICS Functional Area Descriptions

Incident Command: Sets the incident objectives, strategies, and priorities, and has overall responsibility for the incident.

Operations: Conducts operations to reach the incident objectives. Establishes tactics and directs all operational resources.

Planning: Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.

Logistics: Arranges for resources and needed services to support achievement of the incident objectives (resources can include personnel, equipment, teams, supplies, and facilities).

Finance/Administration: Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses.

Command

Operations

Planning

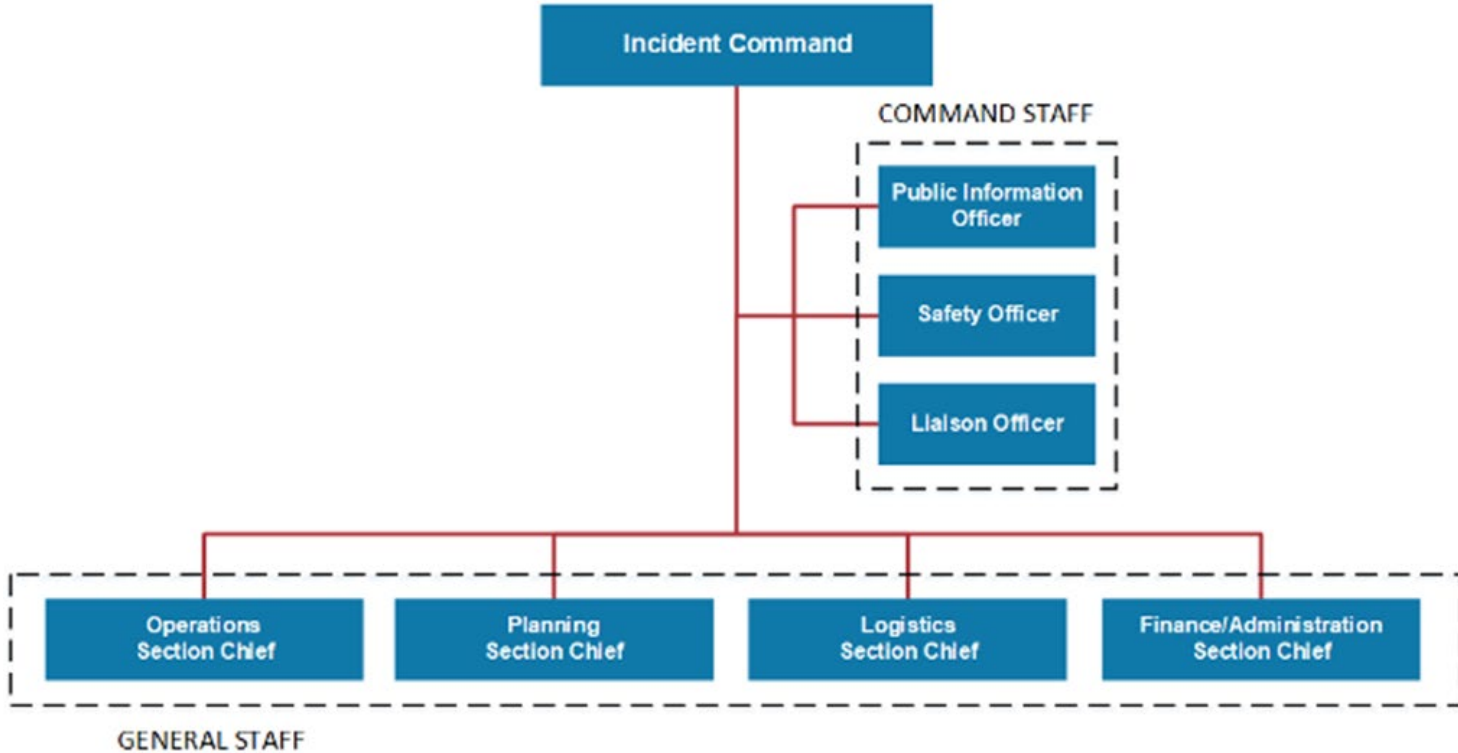
Logistics

Finance/Administration



FEMA

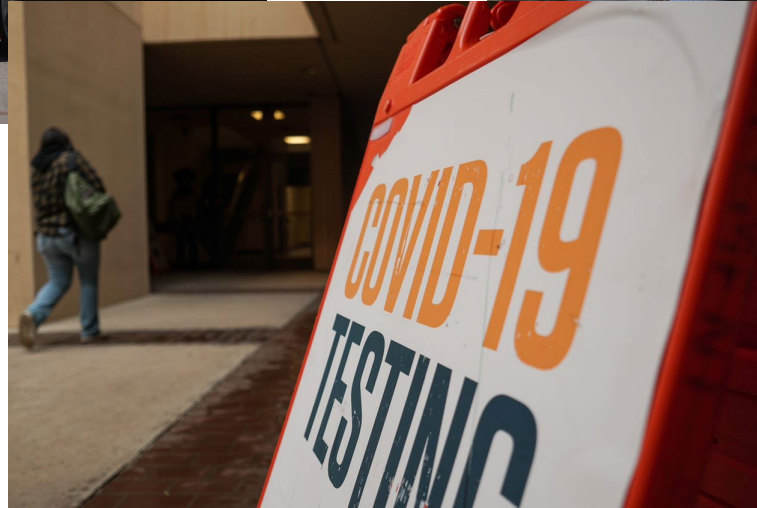
FEMA Structure- Incident Command



Testing Program & Strong Partnerships

- June 2020 – Decision to have proactive PCR testing on Campus.
- Medically Certified our Lab by August 2020
 - Used our CARES funding
 - Planned on 14,000 tests from August 2020-December 2020
- Completed over 60,000 PCR tests from August 2020 – June 2021
 - Worked with our partners to obtain additional funding for testing in 2021.
- Average Processing Time **4.5 hours**
- Proactive Testing Program complete and transitioned to Student Antigen Testing July 1, 2021
- Continued to partner with City of El Paso to provide drive-through testing

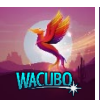






Vaccines are coming ...

- December 2020 – Realized there were going to be issues with distribution of vaccines.
- President asked “Don’t we have an obligation to use our resources to help our community?”
- Issues:
 - Not an approved vaccine provider.
 - Not a hospital and not a HIPAA covered entity- DO NOT WANT TO TRIGGER!
 - How do we even obtain medical information from our students, faculty and staff to fill out the application to become a provider? **THE LAWYERS WERE NOT HAPPY!**
- Decision to apply for Covid-19 provider status was made



Now we need vaccines!

- **THIS IS WHERE IT GETS EVEN MORE INTERESTING!**

- Who will run such a program?
- What will be needed?
- How quickly can we do it?



UTEP's Covid-19 Vaccination Clinic

“Don’t tell people how to do things; tell them what to do and let them surprise you with their results.”

- George S. Patton Jr., World War II Army General

- AVP HR managed the administration of complex program.
- All hands-on deck for program:
 - Information Resources developed electronic system for students, faculty, staff, and later community members
 - Engineers & Business Affairs helped with design and flow
 - Schools of Pharmacy and Nursing Students and Faculty administered **30,130 vaccines** from January 22, 2021- May 21, 2021
- Started with capacity for 500 doses per day to over **2,000/day with 10 stations.**
- Cooperated with Mexican government to provide best practices for use in Mexican vaccination roll out.



UTEP's Covid-19 Vaccination Clinic



A NEW CRISIS WITHIN A CRISIS

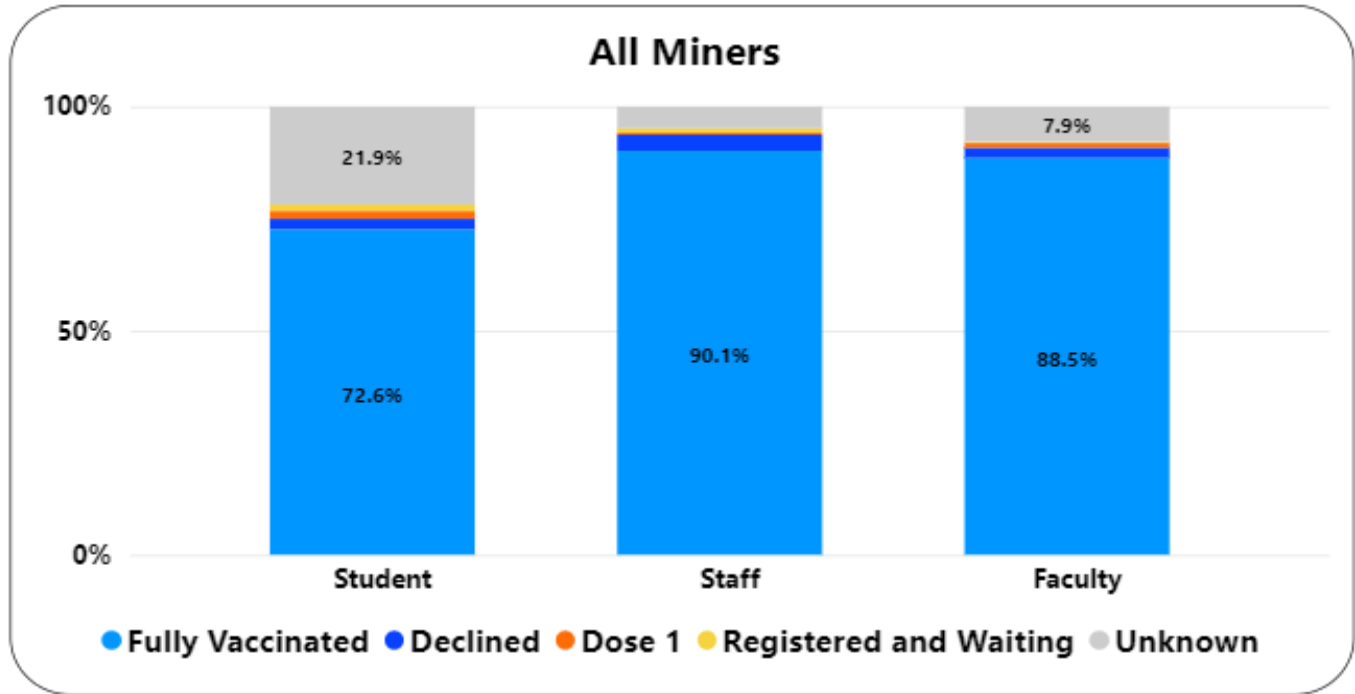
Disaster Response

- Denial
- Deliberation
- Decisive Moment



Ripley, Amanda. (2008). *The Unthinkable: Who Survives When Disaster Strikes And Why*. New York: Three Rivers Press.

UTEP Vaccination Status



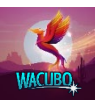
“You never let a good crisis go to waste. And what I mean by that it’s an opportunity to do things you think you could not do before.”

- Rahm Emanuel

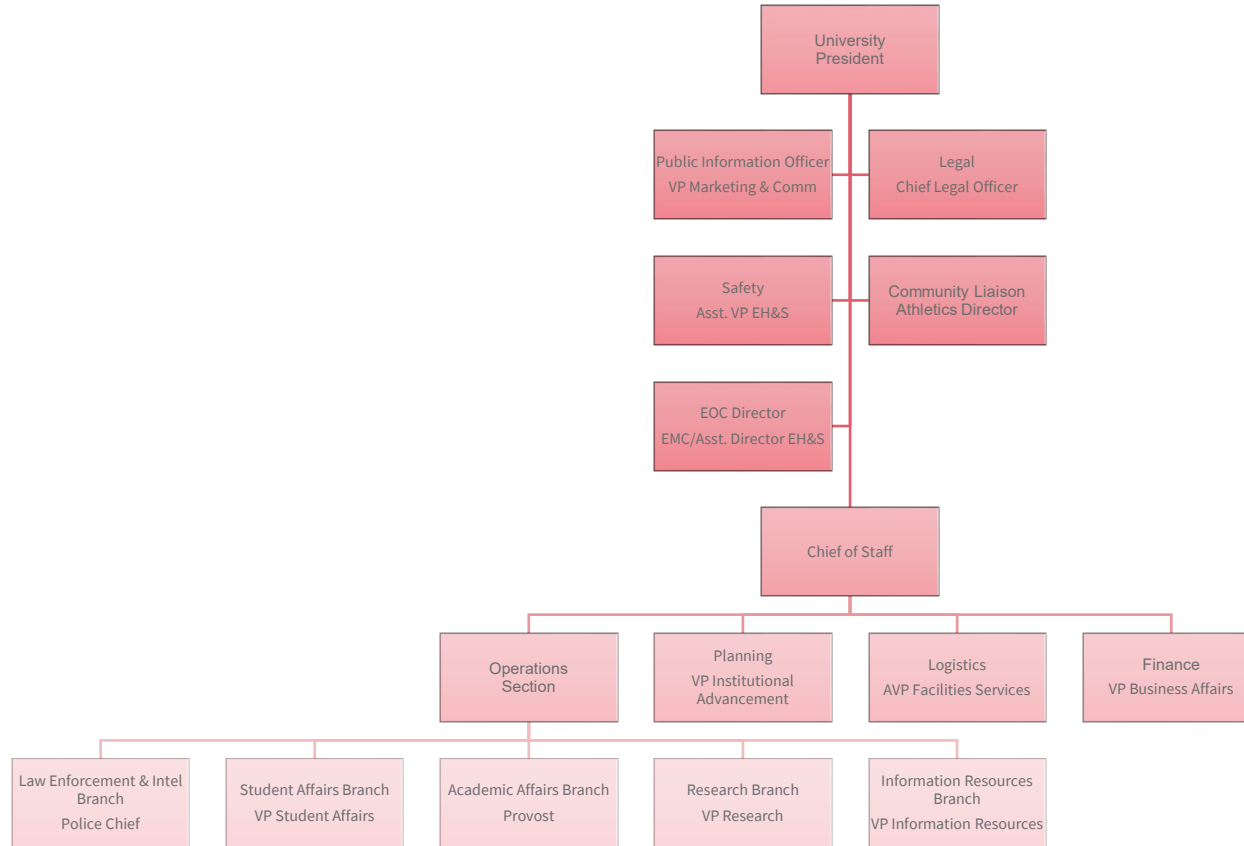


LESSONS LEARNED – PRACTICES IMPLEMENTED

1. Review Emergency Response Management Plan (multiple locations)
2. Regular and Frequent Tabletop Exercises
3. Emergency Call List (multiple locations)
4. Disaster Succession List
5. FEMA NIMS training
6. Regularly Test University Alert Systems and Emergency Equipment
7. Develop Pre-scripted Communications
8. Maintain List of Emergency Trained Individuals (ex: CPR certified)
9. Set Guiding Principles/Goals at Onset of Emergency and Modify as Needed

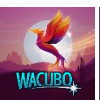


UTEP Leadership Group for Emergencies Organizational Chart



Personal Take Aways

- Build relationships of trust now and be someone people want to work with
- Be inclusive
- Be willing to step outside comfort zone
- Communication is key
- Adaptability
- Humility



After the Pandemic





QUESTIONS?

