I. Budget Planning Summary

A. Critical Issues Addressed by the Budget

A total of $18.96 million in permanent budget adjustments and $3.36 million in one time expenditures have been recommended for allocation towards the critical budget issues.

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>$6,180,186</td>
</tr>
<tr>
<td>Statutory Tuition</td>
<td>&lt;19,988&gt;</td>
</tr>
<tr>
<td>Other State Revenue</td>
<td>3,798,885</td>
</tr>
<tr>
<td>Designated Tuition</td>
<td>8,632,668</td>
</tr>
<tr>
<td>Internal Reallocations (net of TRB)</td>
<td>2,475,765</td>
</tr>
<tr>
<td>TOTAL Resources</td>
<td>$21,067,506</td>
</tr>
</tbody>
</table>

Less Permanent Budget Allocations: $18,957,506

Net Permanent balance for FY11 & one time uses during FY10: $2,110,000

FY09 Reserves allocated to one time uses: $1,246,359

1. Preserving the Quality of our Workforce

Our most important assets are our employees. Retention of faculty and staff who are committed to our vision, mission, and values, and who diligently contribute to excellence is an important goal within our strategic plan. Budget allocations will begin to advance the following tactics:

- Address compensation issues, including compression and cost-of-living adjustments
- Develop and manage programs to diversify, mentor, motivate, and retain faculty and staff

NEW Permanent funding allocations include:

<table>
<thead>
<tr>
<th>Allocation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5% Merit Increase Pool</td>
<td>$2,750.0</td>
</tr>
<tr>
<td>Faculty Tenure &amp; Promotion</td>
<td>165.0</td>
</tr>
<tr>
<td>Salary Equity pool</td>
<td>500.0</td>
</tr>
<tr>
<td>Occupational Health &amp; Wellness Programs</td>
<td>136.0</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>4,354.4</td>
</tr>
<tr>
<td>Total</td>
<td>$7,905.4</td>
</tr>
</tbody>
</table>

One Time funding allocations include:

<table>
<thead>
<tr>
<th>Allocation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development</td>
<td>$20.0</td>
</tr>
<tr>
<td>Total</td>
<td>$20.0</td>
</tr>
</tbody>
</table>

2. Promoting Access and Affordability

The University of Texas at San Antonio values its role in promoting access and affordability. The following tactics identified to advance this goal will begin receiving funding:

- Enhance student recruitment efforts through more proactive recruitment strategies
- Increase financial aid

NEW Permanent funding allocations include:

<table>
<thead>
<tr>
<th>Allocation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Aid</td>
<td>$1,988.8</td>
</tr>
<tr>
<td>Reserves for Bad Debt/TX Tomorrow</td>
<td>76.8</td>
</tr>
<tr>
<td>Total</td>
<td>$2,065.6</td>
</tr>
</tbody>
</table>

1 Amounts are shown as $x 1,000.
One Time funding allocations include:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhanced Recruiting Initiatives</td>
<td>$151.5</td>
</tr>
<tr>
<td>Outreach in the Valley – Pilot Project</td>
<td>$130.0</td>
</tr>
<tr>
<td>Presidential Fellowship Scholarships</td>
<td>$50.0</td>
</tr>
<tr>
<td>Mobile Go Center Student Outreach Campaign</td>
<td>$30.0</td>
</tr>
<tr>
<td>Outreach Publications</td>
<td>$15.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$376.5</strong></td>
</tr>
</tbody>
</table>

3. **Building and Protecting our Infrastructure**

To achieve our goals, we must provide the physical infrastructure - buildings, classrooms, laboratories, studios, and libraries - that will allow us to support the work of our faculty and staff, and to serve our students in alignment with the University's Master Plan. In addition to continuation of a base budget in plant funds totaling $5.5 million for Deferred Maintenance and Renovations and facility repairs, the following allocations have been recommended through the campus’s budget process:

NEW Permanent funding allocations include:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities New Space Opening Support &amp; Custodial Svcs</td>
<td>$657.3</td>
</tr>
<tr>
<td>Preventive Maintenance Staffing</td>
<td>$152.7</td>
</tr>
<tr>
<td>Risk Management Costs</td>
<td>$100.0</td>
</tr>
<tr>
<td>Utility Cost Increases</td>
<td>$1,791.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,701.2</strong></td>
</tr>
</tbody>
</table>

One Time funding allocations include:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wayfinding Implementation Phase I</td>
<td>$750.0</td>
</tr>
<tr>
<td>Academic Affairs Furniture &amp; Equipment</td>
<td>$223.0</td>
</tr>
<tr>
<td>Computers/GIS Lab</td>
<td>$240.5</td>
</tr>
<tr>
<td>Facilities Vehicles</td>
<td>$114.0</td>
</tr>
<tr>
<td>Facilities Tools &amp; Equipment, Preventive Maintenance</td>
<td>$133.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,460.5</strong></td>
</tr>
</tbody>
</table>

Campus leaders are also reviewing the feasibility of funding two 38,000 sq. ft. multi-function office buildings using pre-fabricated construction at the Main Campus. The relocation of staff and other offices to these new facilities will allow for additional instructional and faculty office space in core academic buildings.

4. **Enriching Educational Experiences to Enable Student Success and Improve the Quality of our Service Delivery**

We are committed to providing students with a university experience that develops the whole person—academically, socially, and personally. To achieve the status of a premier public research university, we must remain committed to student success at both the undergraduate and graduate level, providing a rigorous educational environment with the academic and other support services.

Permanent funding allocations include:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Tenure/Tenure Track Faculty</td>
<td>$1,735.7</td>
</tr>
<tr>
<td>New Non Tenure Track Faculty Funding</td>
<td>$899.0</td>
</tr>
<tr>
<td>New Graduate Assistants</td>
<td>$286.0</td>
</tr>
<tr>
<td>Freshman Seminar Faculty</td>
<td>$105.0</td>
</tr>
</tbody>
</table>
5. **Advancing Other Strategic Initiatives**

Many other funding allocations are derived directly from the campus strategic implementation plan tactics and goals. We must build a comprehensive marketing plan that promotes our accomplishments and contributions, shares our goals for the future, excites the public, ignites the interest and fosters the support of our government and business partners - locally, statewide, and nationally - and establishes us as an institution with a global perspective.

Permanent funding allocations include:

- **Strategic Research Development Initiatives** $421.2
- **Marketing Initiatives** $253.0
- **eRA Systems and related Support** $183.8
- **Banner System Security & Scheduling System** $138.0
- **IRB Accreditation** $50.0
- **Extended Education College Collaboration** $45.0
- **Planned Giving Program** $20.0
- **Special Item: Small Business Development Center (SBDC)** $344.6
- **Special Item: Southwest Texas SBDC** $1,213.2
- **Special Item: Texas State Data Center** $277.9

Total $2,946.7

One Time funding allocations include:

- **Institutional Memberships (GUIRR, COGR, UIDP)** $25.2
- **Marketing Budget** $250.0
- **SACS Accreditation Program Support** $279.0
- **eRA Compliance Portal System** $249.6
- **SBIR/STTR Grant Faculty Inreach & Capacity** $80.0
- **Annual Giving Program** $130.0
- **50% Scanning Microscope/Health Disparities equipment** $69.9
- **UTSA History – Graduate Assistants & Related Costs** $25.0
- **UTSA Transformational Leadership: US-Mexico** $35.0

Total $1,143.7

American Recovery & Reinvestment Act funding allocations:

- **Life Science Institute** $2,000.0
- **P-16 Council** $250.0

Total $2,250.0
B. Salary Policy

A 2.5% merit pool will be established for all eligible faculty and staff. We intend to cap merit awards for Vice Presidents at 2%. A salary equity pool of $500K will be established to address market and compression issues, including equity/market adjusted salary increases for police officers based on the recent UT System Mercer compensation study.

C. Staffing Levels

As a result of our flexible hiring freeze for the period February to May 2009, the hiring of benefits eligible employees has decreased by 31% as compared to the same time period last year. We expect this is due to a closer scrutiny of replacement positions at a higher level.

<table>
<thead>
<tr>
<th>UTSA STAFFING LEVELS as of February 2009</th>
<th>ALL FUNDS</th>
<th>Educational &amp; General</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HdcT</td>
<td>FTE</td>
</tr>
<tr>
<td>Faculty</td>
<td>1,121</td>
<td></td>
</tr>
<tr>
<td>TENURE/TENURE TRACK</td>
<td>580</td>
<td></td>
</tr>
<tr>
<td>NON TENURE TRACK</td>
<td>340</td>
<td></td>
</tr>
<tr>
<td>GRADUATE/TEACHING ASSISTANTS</td>
<td>1,805</td>
<td>220</td>
</tr>
<tr>
<td>ADMINISTRATIVE &amp; PROFESSIONAL</td>
<td>599</td>
<td>583</td>
</tr>
<tr>
<td>CLASSIFIED STAFF</td>
<td>1,996</td>
<td>1,695</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5,521</td>
<td>3,418</td>
</tr>
</tbody>
</table>

The above totals do not include hourly, students, or 107 (estimated) vacant E&G funded positions, an indeterminate number of vacant positions from other fund sources or newly awarded positions for FY 2010.

D. Revenue Changes and Growth Assumptions

State Appropriations:
The net increase in general revenue is estimated per the Budget Bill dated May 23, 2009:

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,735,699</td>
<td>Net Formula Base Increment</td>
</tr>
<tr>
<td>421,155</td>
<td>Research Development Fund</td>
</tr>
<tr>
<td>&lt;812,341</td>
<td>Tuition Revenue Bond Debt Service</td>
</tr>
<tr>
<td>277,855</td>
<td>Special Item: Texas State Data Center</td>
</tr>
<tr>
<td>344,649</td>
<td>Special Item: Small Business Development Center</td>
</tr>
<tr>
<td>1,213,169</td>
<td>Special Item: Southwest Texas Border SBDC</td>
</tr>
<tr>
<td><strong>$6,180,186</strong></td>
<td>TOTAL²</td>
</tr>
</tbody>
</table>

² Above amounts are exclusive of American Recovery & Reinvestment Act funding allocations expected for Life Sciences Institute and the Preschool through 16 Council.
**Statutory Tuition:**
To reset the budget from the FY2009 base, statutory tuition will reflect a net loss of <$19,988>. This is based on a projected loss of 316 FTES and a change in the number of non-resident students paying as residents and a slight increase in exemption activity for military and other eligible individuals.

**Other State Revenue:**
UTSA’s appropriation towards the Higher Education Group Insurance program is $1,634,958 greater than last fiscal year per the budget bill dated May 23, 2009. The budget will also reflect an increase of $2,163,927 for the additional projected recovery of state paid benefits due to proportionality.

**Designated Tuition:**
The budget for FY 2010 will increase by $8.6 million and the total semester credit hour production will be based on 99% of the projected actual for FY 2009. Using the Board of Regent approved rate of $120.85 per semester credit hour, we expect to generate $7,037,833 due to rate increases and $1,594,835 due to enrollment growth over the FY 2009 base budget.

**Other Fee & Auxiliary Revenue:**
The budget for FY 2010 has been projected using the same assumptions for designated tuition.

**Restricted Funds:**

*Grants and Contracts*
Based on current year revised projections, the FY 2009 base budget for restricted funds is understated by 12% ($71.1M projected expenditures as compared to $63.4M budget). The FY 2010 budget of $78 million, reflects an overall increase of 23%. This includes an increase in federal financial aid of 19%, or $5.6 million over the FY 2009 budget and a $9.2 million increase in restricted sponsored programs, or 27% over the FY 2009 base budget.

*Gifts*
The budget due to gift distributions towards operations is projected at the same level as the current year budget.

**E. Research Expenditure Outlook**

We project solid growth of ten percent or more in restricted research expenditures during fiscal year 2010. Five areas of collaborative excellence have been defined: Alternate Energy, Health, Human & Social Development, (Cyber) Security, and Sustainability. Each area is led by a Dean responsible for developing multidisciplinary research strategies to implement across the university. Recent faculty hires are pursuing new funding and receiving significant awards. Key research partnerships with both local industry leaders and national academic institutions are increasing the scope and size of funding opportunities open to UTSA. The Economic Stimulus Plan has added billions of dollars to the National Institutes of Health (NIH), the largest source of research funding for UTSA. We are hopeful that NIH’s increase in funding will directly translate to more awards and hence research expenditures over the next few years.
F. Reallocation of Resources
The following amounts and sources will be allocated to the base budget for permanent budget expenditures:

- $1,054,697 Campus Reserves
- 194,800 Graduation Incentive Funding
- 450,000 Third Time Enrollment/45 Credit Hour Rule Fee
- 250,000 Interest Earnings on E&G Time Deposits
- 555,000 Facilities & Administrative Cost Recovery

TOTAL $2,475,765

II. Specific Questions to Address

1. What is the early forecast for the size of the entering class and overall enrollment? Graduate school enrollment?

**Fall 2008 Enrollment and Fall 2009 Enrollment Projections:**

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Actual Fall 08</th>
<th>Anticipated Change</th>
<th>Projected Fall 09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Students</td>
<td>20,150</td>
<td>0</td>
<td>20,150</td>
</tr>
<tr>
<td>New Undergraduates</td>
<td>7,195</td>
<td>-5%</td>
<td>6,835</td>
</tr>
<tr>
<td>New Graduates</td>
<td>1,068</td>
<td>+10%</td>
<td>1,175</td>
</tr>
<tr>
<td>Total</td>
<td>28,413</td>
<td>-0.9%</td>
<td>28,160</td>
</tr>
</tbody>
</table>

**Trends for Fall 2008**
- The continuing student headcount decreased 1.5% from the Fall 2007 level
- New undergraduate student headcounts decreased 0.5% from the Fall 2007 level although semester credit hours increased over 2%.
- New graduate students increased 27.8% from the Fall 2007 level
- Total headcount decreased 0.42% from the Fall 2007 level

**Projections for Fall 2009**
- Total headcount enrollment is projected to decrease 0.9% based on the above combined trends. However, the FY 2010 budgeted SCH production is an increase over budgeted FY2009 by approximately 2%.
- The number of continuing students is projected to be flat based on a slight decline in retention rates to year two, yet a competing trend of slight improvement in 2008 retention from first to second semester.
- New undergraduate student headcount is projected to decrease 5% based on negative admission trends.
- New graduate students are projected to increase 10% based on positive admission trend.

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3 This amount is revenue realized but not allocated to departmental expenditure budgets.
4 This amount is revenue realized but not allocated to departmental expenditure budgets.
5 $150,000 of this amount is due to revenue realized but not budgeted in the prior year.
2. Does the budget address initiatives to increase graduation rates?

The Graduation Initiative, created in 2007 and dedicated to increasing the retention and graduation rates at UTSA, continues to expand their programming and the number of students served. The Initiative is staffed by Retention and Graduation Analysts assigned to each academic college to work with college stakeholders in researching & overcoming specific barriers to graduation ($290,000 recurring staffing expense).

- The Late Intervention program identifies students late for their four and five year graduation and pairs them with a Retention and Graduation Analyst who will help students identify and overcome their individual barriers to see that they graduate in time to be counted in the six-year graduation rate.
- The Graduation Incentive Award is designed to assist students in reducing their outside workload, so they can increase their focus on coursework, and allow for a more timely graduation and is managed by the Graduation Initiative. ($550,000-800,000 budgeted each academic year – student financial aid budget).
- Sophomore Reclamation Outreach to freshman students who have not registered for their second year is conducted each summer.
- Welcome Back program will locate and assist students who have previously left UTSA without a degree, and help them in obtaining a degree.
- The Student Money & Time Management Service will provide education in the area of managing resources, both time resources and financial resources to UTSA students and their families. Future plans include counseling in these areas.
- The Graduation Initiative analysts also prepare policy briefs for the Provost and recommendations in areas likely to impact the institutional graduation rate.
- The University Graduate Instructors program provides mentorship to undergraduate students.

Future plans include:

- Recruit high-caliber faculty; increase proportion of tenured/tenure-track faculty teaching.
- Provide improved academic support services: advising, tutoring and supplemental instruction; conduct a review of our advising structure and its impact on retention and graduation rates.
- Decrease dependence on part-time NTTS in favor of full-time NTTs in the regular faculty.

Continuing Programs include:

- Tomás Rivera Center for Student Success
- Supplemental Instruction
- Quantitative Tutoring Lab
- Learning Communities
- Freshman Seminars
- Academic Coaching
3. Is there a budget commitment or strategy to increase STEM majors/graduates?

The following strategies are ongoing to increase STEM majors/graduates:

Establish educational partnerships with high schools and community colleges to enhance the existing “pipeline” of students.

- UTSA/CPS Energy Fellows program – collaborative effort with CPS energy and local high schools to utilize UTSA professors to teach dual credit courses to high school students.
- ITEC (interactive Technology Experience Center) a collaborative effort with AT&T to bring k-12 students on campus and expose them to stimulating science and engineering activities.
- Summer program to bring high school and engineering undergraduate students into research labs for 45 day research experience.
- Host San Antonio GEAR (Getting Excited About Robotics) competition for elementary and middle school students.
- San Antonio Mathematics & Science Education Partnership – includes fifteen local school districts, universities, community colleges, business government, community organizations, parents and teachers. Addresses local and regional gaps in student achievement in STEM education.
- Texas Math & Science Coaches Association Partnership – enhances competition of a homogenous nature throughout the state of Texas in University Interscholastic League (UIL) math and science contests.
- Exxon Mobil Texas Science and Engineering Fair (5th year) – attracts high quality middle and high school students in the state and provides venue to communicate with students, parents and teachers.
- Governor’s Science and Technology Summer Academy – five day residential summer camp for Exxon Mobil Texas Science and Engineering Fair student winners integrating astronomy, physics, geology, biology, and robotics engineering around the exploration for extraterrestrial life either in the solar system or on extra solar planets.
- Generating Educational Excellence in Mathematics and Science – allows students to explore a career in teaching by providing field experiences in area classrooms.
- The Pre-freshman Engineering Program provides an eight week summer academic program designed to motivate and prepare middle and high school students for success in advanced studies leading to careers in science, technology, engineering or mathematics. The program awards high school or college credit for students who successfully complete each of the four (4) summers of the program.

Establish special mathematics courses to enable students to successfully handle science, technical and engineering courses.

- Math Summer Boot Camp – strengthens mathematics skills for entering freshmen.
- Math Jump Start – prepares STEM students for coursework.

Establish pre-major programs to assist students not fully prepared for the major curriculum.

- Pre-engineering program to assist students in preparation for engineering curriculum – program begins Fall 2009.
- Residential learning communities – will supplement this program by adding tutors to the dorms to help COE students.
Provide enriching educational experiences to enable student success.

- Minority Biomedical Research Support/Research Initiative for Scientific Enhancement (MBRS-RISE) – research training and support for undergraduate and doctoral students.
- Minority Access to Research Careers (MARC-U*STAR) – undergraduate student training for academic research.
- Minority Biomedical Research Support/Support for Competitive Research (MBRS-SCORE) – integrates MARC and RISE program students, and students from other diversity programs at UTSA to increase the number of underrepresented minorities conducting research training.
- Hispanic Leaders in Agriculture and the Environment – increase the number of Hispanic leaders in government and non-governmental organizations, colleges and universities and private industries related to agriculture and the environment (MS and Ph.D. Fellowship Program).
- Teaching and Research in Environmental Ecology (TREE) – fellowship in Conservation and Natural Resources for underrepresented minority students who are interested in a career in conservation and natural resources.
- The McNair Scholars Program assists economically qualified, first generation college students and students from underrepresented groups pursue graduate studies.
- The Louis Stokes Alliance for Minority Participation program provides undergraduate science, technology, engineering, and mathematics students from underrepresented groups with opportunities to participate in on-going research projects with a faculty mentor.
- The Early College High School Program assists high schools students prepare for college through a program consisting of motivational, support and rigorous academic activities.

4. Are there any strategies to increase the number of transfer students? What is the cost associated with this initiative?

**Strategy:**
Expand the outreach program to transfer prospects from the Alamo Colleges (formerly known as Alamo Community College District or ACCD)

**Tactics:**
- Provide monthly visits to each Alamo College Campus
- Plan and implement at least one special event to be hosted annually on each campus
- Expand the on-campus opportunities for Alamo Colleges Joint Admission Agreement (JAA) students
- Create specific outreach materials for Alamo Colleges, to include campus newspaper advertisements
- Continue working closely with the San Antonio Educational Partnership, the Alamo Articulation Area Transfer Council and the Alamo Council for Higher Education Association
- Work with and through the leadership of the Alamo Colleges to enhance policies that are mutually beneficial, such as Reverse Transfer and the Joint Undergraduate Matriculation Program (JUMP)
- Develop and implement a plan for interacting with students about the transfer process during the Alamo Colleges orientation process
**Strategy:**
Expand the outreach program to transfer prospects from the non-Alamo Colleges Texas community colleges in the state with which UTSA has Articulation Agreements

**Tactics:**
- Provide twice a semester visits to each of the campuses
- Plan and implement at least one special event to be hosted annually on-campus for these students
- In conjunction with the Web and Multimedia Services, expand and enhance the look, navigation, and functionality of the Admissions Web presence, to include an identified Transfer portal
- Through collaboration with the Office of Undergraduate Studies and Office of Communications, identify opportunities to market the existing Articulation Agreements within the respective communities
- Through collaboration with the Office of Undergraduate Studies and the Executive Director of Advising, expand the community colleges within the state with whom we have Articulation Agreements

**Costs:** The estimated budget for transfer enhancement is part of the overall budget allocation for the Admissions initiative.

5. Are there any strategies to improve the quality of student life on your campus? What are the costs associated with these initiatives?

UTSA has added new student housing and plans to build additional residence halls in coordination with the master plan. Costs for these projects are to be determined. We have expanded the University Center by 60,000 sq. feet, at a cost of approximately $33 million, providing office space for sponsored student organizations, meeting room space, student organization space, and lounge/recreation space. We have added food service venues, and other conveniences, including a bank and a computing store. We plan to add further conveniences, such as a hair salon, a laundry service, a mail and a document service center, at no cost to the University. We have greatly expanded student life programming with the creation of the University Center Programming Council, which provides a consistent schedule of nighttime and weekend programming. This past year the UCPC had a budget of approximately $100 thousand allocated from University Center fees.

Campus Recreation is increasing the number of club sports to eighteen programs with the most recent additions being handball, racquetball, ping pong, rock climbing and women’s lacrosse. Campus Recreation is adding a program coordinator position ($45K) at the Downtown Campus to increase programming activities and student involvement. Campus Recreation and Student Activities at the Downtown Campus are planning the construction of a covered, outdoor, multifunction court for special events and sports such as basketball and volleyball ($250K).

An athletic facilities complex is in the planning and fund raising stages ($80M). Phase I will begin with infrastructure construction and the building of a soccer and a track facility ($25M). The football program will have completed its first full year at the startup stage. UTSA expects the first year of competition to be Fall 2011.

With the implementation of the new transportation fee in Fall 2008, services were expanded to two additional near-campus apartment complexes. Other service improvements include
electronic signage on the buses and the addition of 2 new buses to the fleet of 15. A student advisory committee meets regularly to assure that the services provided meet students values and needs. Providing excellent transportation services will enhance the quality of student life by making it easy to get to (and around) the campus, enhance the quality of the campus by reducing the need for an extraordinary number of parking spaces, support the UTSA sustainability initiative, and support the goals of the student “Go Green” organization.

The goal of Transportation Services is to continue to expand and improve services provided. To do this, additional funding will be required. Leveraging the student fee money by asking near-campus apartment houses served by the UTSA shuttle system to contribute annually is a project that is underway. One new apartment complex with 624 beds asked to be added to the UTSA shuttle route has paid the incremental cost of providing service for the coming year, and other complexes have been notified that continuation of service in Spring 2010 will be dependent upon receipt of a to-be-established cost-sharing fee, by November 1st.

Improvements in the number and scope of dining services will continue in FY 2010, with the expected addition of Burger King in the University Center Food Court and further renovation of the John Peace Library Food Court to make it more inviting and the venues more visible. Dining Services revenues in FY 2009 increased by about 60% over FY 2008 and revenues are expected to continue to increase, although at a more moderate pace. The addition of a Chili’s Too! in the University Center is currently being considered and is expected to open in Spring 2010. These improvements follow transformational change in the dining options offered on campus in Fall 2008. In addition to the Starbucks (added February 2008), Chick-Fil-A, Taco Cabana, Panda Express, Smoothie King and Extreme Pita were added. These additions required substantial renovations in two food courts and two other locations. The cost of renovations being completed this summer is about $500,000 covered by an ARAMARK investment included in the contract; the Chili’s Too! is expected to cost about $1,000,000 and will be paid from UTSA auxiliary funds.

Business Auxiliary Services’ goal is to continue to make improvements in dining services offered, and the quality of dining services. In Fall 2009, a MarketMatch survey will be completed by ARAMARK, UTSA’s dining services vendor. MarketMatch is a proprietary survey and analysis tool to determine desired dining services on campus. Based on information received through this survey and using investment funds committed by ARAMARK in their contract with UTSA, dining venues will be added or renovated to most effectively meet campus needs. The renovations for Fall 2011 based on MarketMatch are expected to cost about $750,000 and per contract will be covered by ARAMARK.

6. Does your budget include commitments to recruit and develop outstanding faculty? If so, what areas are you investing in? What is your estimate of start-up costs?

We are in the process of recruiting 40 faculty positions and will recruit another 40 faculty positions during FY11. These hires will enhance our ability to address some of our high priority needs such as reducing our student/faculty ratio. We will add about $900 thousand in resources for non tenure track (NTT) faculty in an attempt to increase the salaries and number of full time NTT faculty.

**STEM Areas of Investment**
- Science Education (Mathematics, Biology, Chemistry)
- Proteomics/Chemistry
- Cyber Security
- Bio Informatics
- Computer Science
FY2010 Budget Goals and Priorities

- Nanomaterials/Physics
- Energy
- Environmental Engineering
- Biomedical Engineering
- Computer Engineering

Other Academic Programs will also receive support in areas critical to their growth and development.

**FY 10 Start up costs - $3.9M (currently identified requirements)**

- $1.4M for start-up for new engineering faculty positions to be funded from Research Development Funds
- $2.5M for new College of Science faculty positions funded from F&A reserves

7. Does your budget address issues of faculty salary compression/peer group competitiveness?

We are allocating funding to address issues of compression and market competitiveness and a 2.5% merit pool to maintain competitive salaries. Overall faculty salaries are keeping up with national norms.

8. What is your trend regarding part-time faculty?

**Number and Percent of Instructional Faculty: Fall 2004 and Fall 2008 Compared:**

<table>
<thead>
<tr>
<th>Headcount</th>
<th>Fall 2004</th>
<th>% of Total</th>
<th>Fall 2008</th>
<th>% of Total</th>
<th>5 Yr Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part Time NTT</td>
<td>381</td>
<td>37.10%</td>
<td>418</td>
<td>34.92%</td>
<td>9.71%</td>
</tr>
<tr>
<td>Full Time NTT</td>
<td>157</td>
<td>15.29%</td>
<td>221</td>
<td>18.46%</td>
<td>40.76%</td>
</tr>
<tr>
<td>Tenured/TT</td>
<td>489</td>
<td>47.61%</td>
<td>558</td>
<td>46.62%</td>
<td>14.11%</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>1,027</td>
<td>100.00%</td>
<td>1,197</td>
<td>100.00%</td>
<td>16.55%</td>
</tr>
</tbody>
</table>

**Number & Percent of SCH Taught by Instructional Faculty: Fall 2004 and Fall 2008 Compared:**

<table>
<thead>
<tr>
<th>SCH Taught</th>
<th>Fall 2004</th>
<th>% of Total</th>
<th>Fall 2008</th>
<th>% of Total</th>
<th>5 Yr Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part Time NTT</td>
<td>72,762</td>
<td>25.87%</td>
<td>87,084</td>
<td>28.27%</td>
<td>19.68%</td>
</tr>
<tr>
<td>Full Time NTT</td>
<td>78,165</td>
<td>27.79%</td>
<td>104,365</td>
<td>33.88%</td>
<td>33.52%</td>
</tr>
<tr>
<td>Tenured/TT</td>
<td>130,356</td>
<td>46.34%</td>
<td>116,616</td>
<td>37.85%</td>
<td>-10.54%</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>281,283</td>
<td>100.00%</td>
<td>308,065</td>
<td>100.00%</td>
<td>9.52%</td>
</tr>
</tbody>
</table>

**Academic Programs**

9. Are you implementing new undergraduate or graduate programs? If so, does the budget include those commitments for the ramp up period?

In developing proposals for new programs, we add new faculty as needed to ensure a critical mass for program implementation.
Approved and planned for implementation Fall 2009:

**Doctoral degree programs**
- Ph.D. in Interdisciplinary Learning and Teaching

**Master's degree programs**
- M.S. in Construction Science and Management
- M.S. in Advanced Manufacturing & Enterprise Engineering

Pending Approval:

**Doctoral degree programs**
- Under Revision for THECB
  - Ph.D. in Psychology
  - Ph.D. in Mechanical Engineering
  - Ph.D. in Child and Adolescent Development

**Master's degree programs**
- Under Review at UT System
  - M.S. in Urban and Regional Planning
  - M.A. School Psychology

**Undergraduate**
- Under Review at UT System
  - B.A. in Modern Language Studies
  - B.S. in Computer Engineering

**Pending Submission to UT System:**

- Approved by Faculty Senate
- Ph.D. in Sociology
- Ph.D. in Economics

10. Are there any efforts to use technology to enhance efficiency and productivity in the classroom?

Every classroom at UTSA has been outfitted with a standard suite of presentation technology which includes a new podium, LCD projector, digital document camera, DVD/VCR combo unit, sound reinforcement, computer, standard software suite, internet connection, laptop connection, and a common user interface / control system.

- Teleconferencing capabilities have been increased and utilized in instructional settings
- The number of available electronic journals has been expanded
- The courseware technology is being integrated with campus instructional systems:
  - Faculty are expanding the usage of Web/CT/Blackboard and SmartBoards for their courses
  - Pilot hybrid distance learning classes are being developed to reduce classroom demands
  - On-line supplementation of classroom learning is utilized
Research and Technology Transfer

Global Competitiveness, Research and Technology Transfer

11. Are there any plans to develop or expand research centers or collaborations within the UT System? If so what is the budget commitment and how are you addressing costs?

ENERGY: The new Institute for Conventional, Alternative, and Renewable Energy (I-CARE) is providing a comprehensive and holistic approach to clean and sustainable energy. The goal of I-CARE is to create new technologies for energy production and storage, and simultaneously develop appropriate green lifestyle and business paradigms, implement strategies for related public education needs, and address relevant policy requirements. I-CARE is an interdisciplinary effort among scientists, engineers, architects, and experts from the fields of public policy, education and business to develop viable and practical measures for long term energy independence for our nation and create jobs in a green economy. I-CARE is forming a consortium where representatives from industry, government and academics from the UT System, and elsewhere, will explore new energy strategies, policies, and best practices for South Texas, the region and beyond. UTSA plans to commit approximately $160,000 to initiate the program.

HEALTH DISPARITIES: The Health Disparities Center is a multidisciplinary program with expertise from the fields of life sciences, sociology, demographics, business, psychology, and public policy. Our comprehensive approach is to identify the key biological, ethnic, geographic and socio-economic drivers of disparities in illness types, availability of health care and effectiveness of interventional initiatives. Collaborative activities with the UT Health Science Center, San Antonio (UTHSCSA) are already underway. UTSA plans to commit $225,000 to initiate the program.

BUDGET COMMITMENT AND COSTS: UTSA is providing start up funding for both initiatives, and opportunities for internal grants. The joint UTSA-UTHSCSA request for State funding for the San Antonio Life Sciences Institute (SALSI) has been positively received by the legislature. If funded, SALSI will be used to initiate major collaborative UT System programs in Health Disparities as well as other fields. Federal funding opportunities are also being pursued from the newly Stimulus Program increases at the National Science Foundation, Department of Energy and the National Institutes of Health.

12. Do you have a strategy, if applicable, to increase technology transfer? If so what is your projected increase for next year? What investments may be necessary?

UTSA will continue to grow its intellectual property and licensing base through the South Texas Technology Management (STTM) joint effort of the UT System. In 2010, the university expects to see invention disclosures rise by 20% to 30, and licenses rise by 25%. With the formal launch of the UTSA Roadrunner Incubator, the university will see 12 student companies started in 2010, and 2 faculty/industry partnership companies incubated on campus to accelerate the commercialization of the UTSA intellectual property.

UTSA will also support the Small Business Development Center (SBDC) and San Antonio Technology Accelerator Initiative (SATAI) clients who need research and development support for their new technology ventures, and act as a partner on at least 2 Emerging Technology Fund (ETF) candidate companies. The UTSA Industry Partnership Program (IPP) linking local companies with UTSA intellectual and physical resources will increase avenues for licensing partnerships, research funding, and commercialization partnerships, including 3 Small Business Innovative Research (SBIR) and Small Business Technology Transfer Programs (STTR) in 2010. UTSA will have access to multiple seed fund sources, including the Roadrunner Proof of Concept
Fund, the STTM POCsparc-Proof of Concept short proposals to accelerate research commercialization fund\textsuperscript{6}, and the UT System Texas Ignition Fund (TIF)\textsuperscript{7} to further mature their intellectual property to a licensable/sellable state.

System Related Projects

13. Do you intend to take advantage of shared services projects (e.g. the supply chain alliance)? What are the potential cost savings for your institution?

With the assistance of the Associate Vice Chancellor for technology Transfer, UTSA with the UTHSCSA, San Antonio, UT Brownsville and UT Pan Am have formed a collaborative tech transfer and commercialization office. By sharing resources, each institution now has access to the full range of expertise and services necessary to capitalize on the intellectual property developed singularly or in combination. An excellent example is the recent multimillion dollar UTSA/UTHSCSA Vaccine Development deal with Merck & Co. Inc. a global research-driven pharmaceutical company.

We continue to take advantage of the Fisher Scientific contract resulting in net savings of approximately $25K per year; we are interested in taking advantage of other contracts available from the alliance as these are made available to UTSA.

UTSA will participate in the shared governance and review of PeopleSoft Human Capital and Financial Systems application software with other campuses such as UT Dallas, UTEP, UT Tyler and UT Arlington. A firm decision to move off of DEFINE is pending further review and financial implications once a new CIO is on board and actively engaged in this issue.

UTSA is actively pursuing participation in the shared library storage facility proposed for the Riverside campus of Texas A&M University. While we would anticipate storing some 150,000+ volumes at the facility, it would provide only a modest respite from the space shortages in our library.

14. Do you have suggestions for additional system-wide cost saving initiatives?

Not at this time, although UTSA has recently launched a Cost Containment website to solicit ideas from the campus community. \url{http://www.utsa.edu/financialaffairs/Budget/usrpc/cost_cntnmnt.cfm}

15. Do you intend to participate in the UT TeleCampus Shared Alliance beyond matrix cost?

UTSA will continue its limited participation in the UT TeleCampus, and with the arrival of the new CIO and Director of Distance Learning, will re-evaluate its approach to distance learning, including the level of utilization of the UT TeleCampus courses and services.

\textsuperscript{6} This fund supports short-term, objective-driven projects to enhance the commercial potential of inventions. It bridges the gap between promising invention and market-ready innovation.

\textsuperscript{7} TIF-UT System Texas Ignition Fund is designed to stimulate commercialization of research discoveries by providing early stage grants for the development and maturation of those discoveries into marketable intellectual property.
16. Do you intend to utilize the Leadership Development program?

Yes, this past year, UTSA sent three participants to the UT System Leadership Development program, Edwin Barea-Rodriguez (Chair of Biology), Ann Eisenberg (Associate Dean of Honors College), and Marcheta Evans (Chair of Counseling and co-chair of the Department Chairs Council). With the help of these three individuals, the VP for Student Affairs, and the Director of the Teaching and Learning Center, we have been developing an internal leadership development program which will debut this fall.

We are committed to providing professional development for our faculty and staff and view the System’s program as a great way to “seed” leadership development locally. We have identified eight faculty and eight Student Affairs staff to participate in our local program this fall, which will include:

- a one-day retreat in September;
- six one-day workshops on various aspects of academic leadership; and
- an internship/executive shadowing experience in the spring semester.

We currently plan to fund the program using one-time funds until we have a clearer idea of its optimal size and scope. As we develop this program, it will be important for us to continue participating in the System’s program and to utilize System staff as resources in support of our efforts.

17. Do you intend to utilize the Global Initiative program?

The UT System Global Initiative Program calling for expanded global effectiveness, increases in the number of students studying abroad and international research and clinical activities, is fully embraced by UTSA. The globalization foundational theme of UTSA’s strategic plan acknowledges that an overarching and university-wide globalization profile must be present if UTSA is to reach premier research university status in a global setting.

UTSA has designated a Senior International Officer (SIO) to serve as a central coordinator for information and international activities; help set institutional strategy and policies around international activities; promote the integration of international education into the academic mission, and promote the internationalization of the university to both internal and external communities.

The Provost has funded a UTSA International Task Force to research and assist in identification of an action plan toward achieving an appropriate level of infrastructure to support the globalization efforts at UTSA that align with its strategic plan and the UT System Global Initiative Program.

UTSA recognizes the benefits of collaborative approaches and thus it will continue to work with UT System in the interest of advancing internationalization in all of the Universities across the UT System.

Miscellaneous

18. Are there local market factors that affect your operations? If so, does the budget address those needs?

There is evidence that local community college enrollment applications are up at some campuses almost 40% over the previous year. This is most likely due to a combination of factors including economic conditions, academic preparedness, and a comprehensive marketing campaign by Alamo Colleges, geared at
their being a best choice from a cost perspective. We are predicting a smaller entering freshman class but are unsure how the Alamo Colleges will be able to ramp up the capacity to accommodate that level of growth. We are hopeful that some of those students will come to UTSA in the Fall. We will be addressing marketing and student recruitment efforts with next year’s budget.

The San Antonio market is comprised of a substantial number of higher education teaching opportunities for adjunct faculty, resulting in a highly competitive market for well-qualified non tenure-track faculty. Given that non tenure-track faculty serve as an essential resource in meeting our instructional needs, retaining our exceptional non tenure-track faculty is a high priority. Allocations to support professionalizing non tenure-track faculty positions through career ladders, three year rolling contracts, and competitive salaries are reflected in the budget.

Although pledges are up, the decline in major gifts because of the downturn in the economy has resulted in an extension of the organizational phase of the capital campaign until January 2010.

There is some concern that additional legislative waivers and exemptions of tuition and fees for military and dependents will erode our revenue base as an additional 6,000 new people are expected to be stationed in the San Antonio area in the coming months. The impact of this is not specifically addressed by the budget except that enrollment projections incorporate the current waiver/exemption rates plus a slight downward adjustment for non-residents paying at the non-resident rate.

The University Police department salaries continue to lag the local market. As a result of the Mercer salary study, UTSA will allocate $158K of funds set aside for salary equity to adjust police officers’ base salaries in an attempt to retain our investment in their academy training and experience at our campus. The UTSA police department has attained CALEA certification and continues to be a model for other university departments. This will help assure retention of the best officers.

b. Discussion of Major Information Technology Purchases

This past October UTSA initiated a search for a new chief information officer and vice provost for information technology. We received over 100 applications resulting in 70+ qualified candidates. The search has progressed to the finalist phase and on campus interviews will be conducted over the next two weeks. We anticipate having the position filled by mid-summer.

In spite of this vacancy, many technology initiatives have been ongoing or are planned.

Network Upgrade
We have committed funds towards a total Network Upgrade. In February 2009, UTSA contracted with Foundry, a subsidiary of Brocade, to provide a phased three year network upgrade at a total project cost of $4.34 Million. This upgrade was a critical necessity and will allow the UTSA network to remain fully operational, as the original network equipment was reaching the end of its useful life.

100% Smart Classroom University - $210,000 during the current fiscal year in a phased approach to install technology in all necessary classrooms and upgrading technology in academic and special venues. All academic teaching spaces have some technology installed. However, the process of standardizing is not complete; with control systems needed for 14 classrooms in Main Building and 7 classrooms in the HSS. In FY 2010, we expect to complete the standardization of classrooms for an estimated cost of $110 thousand.
FY2010 Budget Goals and Priorities

Remote Problem Monitoring – Progressing along a phased approach to remotely monitor and maintain all classrooms for preventative maintenance and real-time faculty support. Approximately 65% of our rooms can be monitored remotely for problems, increasing the efficiency of staff and ensuring quality of service.

Other Significant Projects: Planned for 2010 & 2011

- **Wireless network upgrade** $375,000
  - Provides a better student experience by increasing the speed of the wireless network and providing greater access to media rich content.

- **Network core upgrade** $1.6 million
  - Provides the ability to create virtual network segments for researchers ensuring their labs, students and graduate assistants are all connected via the same network regardless of location within UTSA. Provides greater flexibility to a researcher ensuring his/her research is kept isolated and without fear of negatively impacting the remainder of the UTSA community.

- **Student Information System** $373,000 (hardware replacement)
  - allows us to recover approximately 20kw of power within the data center along with dramatically reducing the physical footprint of the equipment. The new SIS is much more robust not only from a performance perspective but also in survivability and redundancy.

- **Application Delivery** $500,000
  - Provides student access to Office 2007, Adobe Creative Suite, SAS, SPSS, and AutoCAD from every SCS lab on campus without the need to have each application installed locally on every lab computer. Also, the applications will be available from virtually any location of the UTSA campus via the wireless network.

- **Unity Voicemail** $225,000
  - Integrates voicemail access within Outlook email clients.

- **Server Virtualization** $125,000
  - Consolidates 88 physical servers onto 7 physical servers. Customer server provisioning time will be reduced from days to hours greatly reducing the customer wait time for a new server to be built. The consolidation will not only reduce the physical footprint of the server farm but will also reduce electrical consumption within the data center by 26kw.

- **Data Center Renovations** $225,000
  - Includes the installation of new electrical panel, a 4th computer room air conditioner, and overhead electrical and data raceway installation. The renovation allows for future growth within the data center along with providing improved infrastructure and thermal characteristics to better support the research initiatives of the university and administrative growth.

- **IdMS deployment** $168,000
  - Enables customers to use the same login ID and password among several applications, including the Compliance training web site.

Data Warehouse Update
An implementation of a data warehouse is underway to provide accurate, timely, and consistent reporting and analytical capabilities to the university community. Initial data extraction and loading into a test environment has begun, and multiple servers and software have been ordered. When remaining hardware
is installed, final extractions and validations of data accuracy and completeness will be done and beta-testing will begin. We anticipate having functional reporting and analytical capabilities by the fall semester of 2009, and will continue to modify and adapt the system to add additional functionality as needed.

**Research Administration Software Applications (eRA)**
As UTSA’s research enterprise continues to expand, multiple research administration applications are being introduced to both streamline internal processes and comply with changes in federal application and reporting requirements. A totally integrated research administration infrastructure is being developed to include grant applications, award management, post award compliance and automated report generation.

**Cognos Software Applications**
UTSA continues to make progress implementing Cognos reporting software. In addition to automating key schedules of the monthly and annual financial reports, we have automated the distribution of monthly financial reports via email. A download of Budget files from DEFINE has been automated for central use. Prior to this, data access was via hardcopy reports that required the entire document to be printed and retrieved from central computer center hardware (no distributed printing and paper waste). Budget data is now retrieved in Excel. We are working collaboratively with UTEP and will host the Cognos Users group meeting in June at which several UTSA staff will be presenting.

**c. Use of Designated Tuition Increases**

Designated Tuition increases will be used to fund the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Faculty (T/TT &amp; NTT)</td>
<td>$2,561,870</td>
</tr>
<tr>
<td>Faculty Related Costs: merit/promotions/equity</td>
<td>$1,458,300</td>
</tr>
<tr>
<td>Operations &amp; Maintenance of Plant</td>
<td>$1,591,157</td>
</tr>
<tr>
<td>Grants/Scholarship &amp; Financial Aid</td>
<td>$1,510,182</td>
</tr>
<tr>
<td>Staff Merit</td>
<td>$1,291,700</td>
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<tr>
<td>Academic Affairs Program Support</td>
<td>$142,698</td>
</tr>
<tr>
<td>Texas Tomorrow Underfunding</td>
<td>$55,261</td>
</tr>
<tr>
<td>Bad Debt Allowance</td>
<td>$21,500</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$8,632,668</strong></td>
</tr>
</tbody>
</table>

**III. Capital Funding Priorities**

**a. LERR Funding Priorities**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire and Life Safety Issues</td>
<td>$500,000</td>
</tr>
<tr>
<td>Science Building Laboratory and Office Space Retrofit</td>
<td>$850,000</td>
</tr>
<tr>
<td>North Thermal Energy Plant Electrical Upgrades</td>
<td>$1,200,000</td>
</tr>
<tr>
<td>Campus Wide Accessibility R&amp;R</td>
<td>$250,000</td>
</tr>
<tr>
<td>Lecture Hall Classroom Renovations</td>
<td>$500,000</td>
</tr>
<tr>
<td>Renovation of Office Space into Laboratory Space</td>
<td>$440,000</td>
</tr>
<tr>
<td>Institute of Texan Cultures (ITC) Parking Lot Renovations</td>
<td>$500,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,240,000</strong></td>
</tr>
</tbody>
</table>

**b. Real Estate Acquisitions**

None are planned