The University of Texas at San Antonio

UTSA Staff Senate

General Meeting Minutes

Wednesday, February 21, 2024 | 8:30-10:30 A.M. | Teams

8:30 a.m. Meeting Called to Order

- Guests: Sheri Hardison
- Attendees: Amy Fritz, Andrea McClure, Angel Espinoza, Angela Trejo, Angie Lopez, Anna Boyer-Chadwick, Bev Ostmo, Cynthia Orth, Damaris Ibarra, David Dominguez, Drew Vincent, Eric Uriegas, Estefania Casper, Evette Flores, Gabriela Rodriguez, Harshan Raj, Heather Frazer, Jacqueline Ortiz, Jeffrey Miller, Jennilee Garza, Jenny Stokes, Jessica Vela, Josefina Fernandez, Julie Fisher, Justin Marmolejo, Katia Diamante, Lauren Hoffmann, Lisa Johns, Matt Keneson, Matthew Fey, Nnennaya Ikwuagwu, Olamiposi Kolajo, Pebby Garner, Sapna Naik, Sharon Martinez, Vero Salazar, Victoria Downing, Xavier Loredo
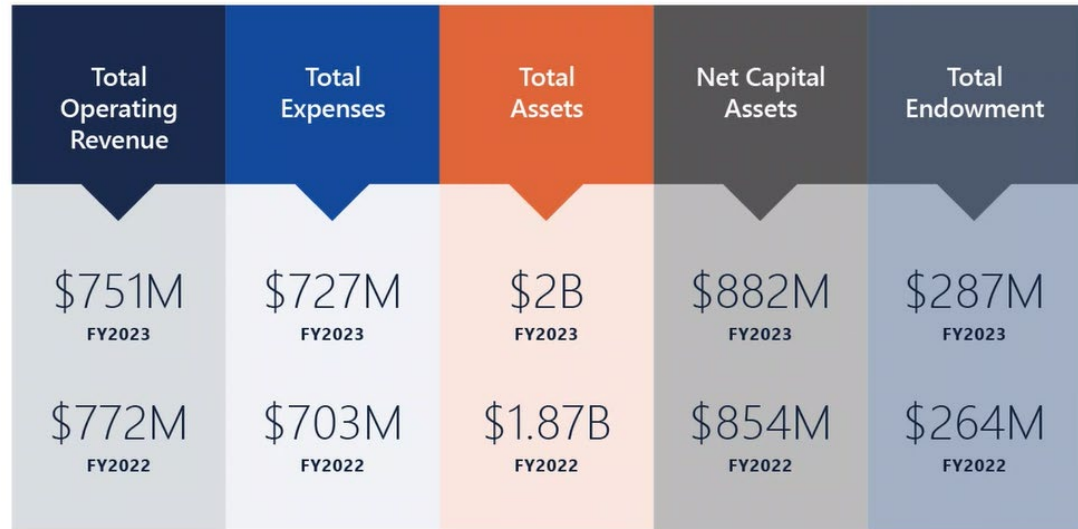- Excused: James Rodriguez, Lauren Smith, Lisa Alonzo, Mickie Tencza
- Unexcused:

8:30 a.m. IRM FY24 Presentation

Sheri Hardison, Senior Associate Vice President for Financial Affairs and Chief Financial Officer

FY2023 Year-End Financial Results & FY2024 Budget Update
- Presentation included at the end of the minutes

Annual Financial Report at a Glance

Total Operating Revenue	Total Expenses	Total Assets	Net Capital Assets	Total Endowment
$751M FY2023	$727M FY2023	$2B FY2023	$882M FY2023	$287M FY2023
$772M FY2022	$703M FY2022	$1.87B FY2022	$854M FY2022	$264M FY2022

-
- There is a decrease in total operating revenue due to change in federal money received via HEERF. Of the $176.4M awarded, of which $174.7M spent as of August 31, 2023. We were required to spend 45-50% on direct funding to students – we did 59% for student payments and discharged debt.
- Auxiliary revenues include Housing, Food Services, Bookstore, Parking, Student Activities, and Others. These should be self-sustaining. The 5-year period that includes the pandemic shows revenues went down and have come back up. All auxiliaries have surpassed their pre-pandemic levels, with the exception of parking.
- Annual Financial Condition Ratios
  - We're breaking even in the financial conditions – it's an efficient use of money. We're utilizing the revenues that are coming in that year.
  - We're healthy on debt as well.
  - How much is spendable in relation to the total debt. In 2023, we have 2.3 times as much spendable cash in relation to debt.
- Administrative Costs
  - There are a number of different functions that go into that category. The calculation done by UT System shows that this continues to decrease. In 2023, the administrative cost measure is 7.25%. In comparison to similarly sized institutions, we are below their percentages.
- FY2024 Budget
  - Revenue falls into 4 categories
  - Compensation and benefits make up 58% of the budget.
  - There has been a 9% merit pool increase across FY2022 to FY2024
  - Invested $27M in faculty and staff compensation strategies

- o Benefits increased by $2.3M. This is controlled by UT System.
- o There are no undergraduate tuition or academic fee increases for FY2023, FY2024, and FY2025. That means there isn't a significant increase in that revenue, which is causing us to be creative with our budget.
- o UTSA's expenses – service contracts are affected by labor cost increases, along with utilities and insurance are increasing.
- Expenses: Capital vs. Operating Funds
  - o Building Blanco Hall and San Pedro II. What is funding those buildings? It's not our operating budget. We have a modest deferred maintenance projects fund, and there's a backlog of $92.5M. Departmental budgets are used for renovations or equipment and tech replacement.
  - o Those projects are determined by priority.
  - o Capital projects are funded via state programs, permanent university funds (UT System gets revenue from land in Texas), debt (UT System revenue financing system lending program), gifts, and auxiliary funds. Institutional funds are used for department renovations.
- Our Budget Model – Incentivized Resource Management (IRM)
  - o IRM is the allocation and way we spread out revenue for spending.

8:58 a.m. Old Business

- January general meeting minutes: https://www.utsa.edu/staffsenate/Minutes/2024-01-17-Staff-Senate-General-Meeting-Minutes.pdf
  - o Vote on Staff Senate January General Meeting Minutes
  - o Motion: Heather, Second: Pebby
  - o Yay: 31, Nay: 0, Abstain: 0

8:59 a.m. New/Continuing Business

Community Outreach and Events

Jessica Vela – 5 minutes

- Giving Day Ambassadors https://givingday.utsa.edu/giving-day/78693/signup
- Giving Day Ambassadors share the word on social media, email, etc. The Giving Day team will give you a script and materials. You just have to be willing to share the content.
- Giving Day is April 9-10.
- Sign up and let Jessica Vela know.
- We will have tabling on those days and will need volunteers. More information coming soon.
- Is Giving Day for UTSA as a whole, or for the Staff Senate? If you sign up as an ambassador, you're signing up to promote Giving Day as a whole but also promoting the Staff Senate Scholarship fund.

Communications

Drew Vincent and Jennilee Garza – 10 minutes

- Communication Strategy

- To avoid last minute communication requests, the committee is developing a content plan. Every time they meet, they view the next 3 months of communications.

Senate Communications Planning
3 Month Lookahead

Date	Topic	Category	Committee Owner	Request Form
23-Mar	Rowdy Games	Senate	Health and Wellness	No
31-Mar	Cesar Chavez Day	Affinity		
31-Mar	Easter	Holiday		
Apr 9-10	Giving Day	UTSA Event	Community Outreach	No
25-Apr	Senate Newsletter Q3	Senate	Executive	No
Apr 18-28	Fiesta/Día en la Sombrilla	UTSA Event		
30-Apr	University Excellence Awards	UTSA Event		
17-May	Spring Commencement	UTSA Event		
21-May	Great Staff Appreciation Event	Senate	Community Outreach	No
27-May	Memorial Day	Staff Holiday		
30-May	LEGO of Stress	Senate	Health and Wellness	No

-
- If they haven't received a request form, it'll say no, and they are assuming you do not need help promoting the event.
- To get something added, contact the Communications committee to let them know, then it'll be on their radar.
- What is the plan for University Excellence Awards in April? In the past, we haven't done that much. This year, might want to change that. They are thinking of asking nominees to submit headshots so that social media can highlight nominees in addition to winners.

Elections
Cindy Orth – 5 minutes
- Elections Timeline
- Staff Senate Elections Timeline - 2024.xlsx
- 16 members whose terms will end August 31, 2024 (this is on the second tab of the spreadsheet). Changes include change to VP Research and loss of VPIE.
- We'll continue to look at proportionality. By March we'll have more detail on that.
- We won't have an election in VP Research because those to Senators are staying on.
- Bios
  - We'll add bios to the process, which will include a word count, once we get nominations. Part of the confirmation process will be submission of bios. The bios will then be part of the elections process.
  - How are we going to handle Senators who don't submit a bio? Haven't decided that. If someone doesn't do that, then it will not be included. Would it disqualify someone if they didn't submit a bio? Or would we let them be on the ballot without a bio? Could include guidelines and questions.
  - If they don't provide a bio, maybe we simply put "No bio provided by nominee" rather than disqualify.
- We'll take the feedback, and we will share updates at the next meeting.

Health and Wellness

Heather Frazer and Vero Salazar – 10 minutes

- Rowdy Games on Saturday, March 23, 2024, 9am to noon
- Move, Compete, Play
- You can compete in 4 different sports: basketball, volleyball, pickleball, and cornhole
- Non-competitive activities include group classes like chair yoga and dance fitness, and minute-to-win-it games. This will market to staff and all levels of mobility.
- Competitors will get a shirt, and non-competitors get a chance to get a shirt by doing multiple activities, and an entry into the raffle. You must be present to win.
- RowdyGames24 flyer.png
- Folks are asked to sign up by March 15 using the QR code on the flyer or bit.ly/RowdyGames24
- They have created a flyer and a couple of templates for Instagram posts. They will send a request to Communications.
- T-shirts will be blue with the Rowdy Games logo and move compete play.
- When will the volunteers call go out? They are finalizing their needs and will get that out soon. If you volunteer, you get a t-shirt!
- It's a free event and for staff and faculty.
- Rowdy New U is sponsoring. They will also have a table there.
- They'll add some wording about who can attend and participate.

STARS

Sharon Martinez and Eric Uriegas – 10 minutes

- Staff Senate Scholarship
- Proposed Scholarship Essay Changes (presentation at the end of these minutes)
  - The current prompt creates a deficit lens and is unrelated to Staff Senate. They are proposing a new prompt, which will make it more inclusive and makes it easier to write within 500 words. It also ties back to the university community.
  - "Please provide a written statement answering the following questions in no more than 500 words: How has working at the university contributed to your understanding of the student experience at UTSA? How will your coursework contribute to your ability to serve the university community?"
- Vote
  - Motion to approve, seconded
  - Yay: 27, Nay: 0, Abstain: 0
  - Approved
- Scholarship Awards
  - There are currently 4 awards available, 2 for undergraduate and 2 for graduate. We do not know who receives them and they are not currently recognized.
  - Should we start recognizing recipients of the Scholarship on our website? Idea is to request an annual list, ask the recipient about recognition.
  - This year, we've done a lot of outreach for Scholarships and this could help.
  - I also would be up-front about the potential to be recognized if the award is given to the applicant, so that they're not taken aback by the request in case they're camera-shy.

> Not to potentially alienate people who are shy, but to give them a heads up that the request may be coming.
> - Scholarships are FERPA shareable but can still be considerate and ask.
> - Could have levels of consent – they may not mind having their name released but may not be comfortable with a video. We could potentially ask them for a written statement about how they've been impacted by the scholarship if they're willing to be acknowledged but don't want to be on camera.
> - STAR webpage could include Scholarship recipients.
- Increasing award for next year to $750 or adding an additional $500 scholarship is up for consideration and will be discussed soon.

Mission Statement

Amy Fritz – 20 minutes
- Draft: The UTSA Staff Senate is committed to empowering and advocating for our staff community through shared governance, fostering a culture of excellence, well-being, and professional growth.
- Mission Statement.docx

SB17 Discussion

Amy Fritz – 20 minutes
- A video was shared along with an article: https://www.dallasnews.com/news/education/2024/02/15/hidden-cameras-aim-to-expose-dei-efforts-in-texas-colleges-despite-ban/
- The SB17 website is still active and open to reference: https://www.utsa.edu/president/campusandcommunity/SB17.html
- You can also submit things to the PAIR team still that need to be reviewed.
- Comments:
  - There needs to be greater guidance from UTSA leadership.
  - Everyone is still trying to figure this out. Be cautious of who you talk to. Also don't use other institutions as a benchmark, even within the same system, because each university has a different legal team. If approached, you can recommend someone speak to the communications office. Don't try to interpret it yourself, as the interpretation changes.
  - If you get an email that you don't feel comfortable with, forward it to communications.
  - If you want to learn more, learn more about the MAS movement in Arizona; there's an article and other literature to read.

10:10 a.m. Questions about Written Updates
- Note: For updates from Staff Senate Committees and University Service Committee Representatives, please review the written updates at the end of the agenda.
- Updates from SIF Committee (Damaris) and EAC (Matt) are below.

10:18 a.m. Reminders
- Attendance and Bylaws

10:18 a.m. Adjourn
- Next General Meeting: Wednesday, March 20, 2024, 8:30-10:30 a.m., Teams

Written Updates

University Service Committees
- Enriching Campus Wellbeing Committee – Gabby and Vero
  - No update yet
- Employee Advisory Council – Brandy and Matt
  - No updates - this year has been internal, and there have been issues on continuity, so they are working on getting more organized. Their next meeting is next week.
  - What is EAC asking about the Senate Chairs that are part of EAC? Collecting information about how they choose representatives.
- Faculty Senate – Lauren H
  - Lauren has taken over as the representative. Meeting was yesterday. Lauren introduced herself.
  - Discussed SB18 (faculty tenure)
  - Dr. Shipley presented about the new college with a report out from the task force in June, website for working group has a link to submit ideas, questions about tenure, staff, in affected departments. New college may launch in Fall 2025.
  - National Impact Travel Award Grants – staff are also eligible. They can bring it to Staff Senate to present on it.
  - Solar Eclipse presentation. There will be an event open to UTSA community. https://www.utsa.edu/president/event/2024-solar-eclipse.html
  - Office of Research – REDKE and positions they are hiring
- Hispanic Thriving Leadership Council – Eric
  - No updates – the committee still has not met
- HOP Committee – Andrea
  - HOP 2.41 - One line clarification that did not include a vote
  - Deadline for revisions for HOP 1.34 Visiting Scholars is today. They'll vote on that soon.
- Inclusive Excellence Advisory Board – Anna
  - No updates
- Operational Review Committee – Amy
  - Chief presented Public Safety Operational Review. They are going through a mission redevelopment to clarify their mission for the different campus locations. They outlined strategies to bolster safety measures at the Downtown Campuses.
- Out-of-State Work Modality Committee – Lisa A.
  - The committee has met twice since our last Senate meeting. We reviewed and approved two (2) requests in January and are reviewing one (1) request this week that is pending a decision.
- Parking & Traffic Committee – Heather, Lauren H., Harshan, Gaby
  - Received some parking appeals that they are reviewing
  - Ricardo Escobar is taking over responsibility for the committee since Clay retired

- People Excellence Working Group – Stef, Anna, Jennilee, Eric, Sapna
  - Amy submitted the EEB proposal
  - Considering partnering with PACE – they will be at the next meeting with Staff Senate members of the working group
  - Next meeting will be in March
  - Ask staff to do the EEB survey!
    - https://utsa.az1.qualtrics.com/jfe/form/SV_agwkpaNRQlSF7WS
- Public Safety Advisory Council – Xavier
  - No updates
- Strategic Investment Fund Committee – Damaris
  - This has been submitted but do not receive updates from the cabinet. There is a Strategic Initiative Fund website that shows funded projects. https://www.utsa.edu/budget/irm/strategic-investment-fund/
- Sustainability Council – Julie
  - Have not met since the fall semester
- University Excellence Awards Steering Committee – Pebby and Sharon
  - Double the submissions for nominations this year! They are working on redacting and Staff Senate will get nominations soon. Please block time on your calendar to review those if you have volunteered for reviewing
  - Nominees will be recognized at a luncheon. With the amount of submissions, and attendance at last year's, they are thinking there will be 350 for the luncheon, which will reach ballroom capacity
- University Leadership Council – Amy
  - Sent to Amy: "I draw your awareness to a Dallas Morning News article about the group Accuracy in Media's Youtube video with individuals at several Texas universities talking about how they are responding to SB 17. Please read the article and view the video."
- University Scholarship Committee – Justin
  - No updates
- Ad Hoc: Research Interview Committees
  - Another interview round is coming up
- Placemaking Team – Heather, Gaby, Harshan
  - No updates

Staff Senate Committees
- Bylaws – Harshan
  - No updates
- Communications – Drew and Jennilee
  - One of the goals this year is organization – trying to move communications from reactive to proactive. They are solidifying a content plan. So far, they rely on individual committees to let them know. The committee has realized that they can proactively reach out. They can create better looking stuff if they have more time. What they will try moving forward. During the general meeting, they'd like to present a quick look ahead on the radar for the next 3 months. If it is not on the radar, they won't be able to build anything.
- Community Outreach & Events – Jessica and Cindy

- Hearts of Appreciation
  - Just ended - $663 donated! Working with Angel to get the cash donations to gift services to be processed and added to our account
    - Thank you to volunteers
  - Giving Day – April 9&10
  - At the next general meeting would like time on GM to get volunteer ambassadors https://givingday.utsa.edu/giving-day/78693/signup
  - Great Staff Appreciation – May 21
- Elections – Cindy and Victoria
  - Met in January, next meeting scheduled for Monday – will do an analysis of numbers and determine locations, may have info for the general
  - Timeline and ramp up coming in March.
  - Options for doing bios for nominees
- Finance – Angel and Lauren S.
  - No updates, aside from Hearts of Appreciation
- Health & Wellness – Vero and Heather
  - Rowdy Games – Saturday, March 23
  - Connecting with Communications
  - Aim was to incorporate competition and participation elements.
    - Competitive: Basketball, volleyball, pickleball, cornhole
    - Non-competitive games: chair yoga, dance fitness, minute-to-win-it games
  - Will request volunteers soon, and may include student volunteers so they can get hours
  - T-shirts – Royal blue with the Rowdy Games logo – for competitors, volunteers, and participants in two activities
  - Raffle for wellness items – baskets/bundles with things like yoga mat, water bottle, rollers.
  - They are looking for quotes for medals
  - When is registration email going out? They are going to work on updating the registration link. Will include a QR code and send it with the email request
  - Do people need to come with their own teams or are makeshift teams created the day of? Both can be accommodated.
- QIC – Lauren H. and Bev
  - Spreadsheet is updated
  - Recent QICs
    - Submission about electric vehicle chargers being in the garage and access to those – forwarded to Ricardo
    - Staff recognition – Connected to pull a report of milestones and will be able to send that to COS Comms team to recognize them.
- STARS – Sharon and Pebby
  - Winners decided for the month
  - Discussing how to recognize scholarship awardees
  - At general meeting, Eric will be leading a vote on proposed essay statement for the scholarship, and Sharon will share about recognition of scholarship awardees

FY2023 Year-End Financial Results & FY2024 Budget Update

Staff Senate
February 21, 2024

Sheri Hardison
Chief Financial Officer & Senior Associate Vice President for Financial Affairs

Other Presentations

November 29 – University Leadership Council

January 10 – Faculty Senate Budget Committee

January 17 – Chairs Council
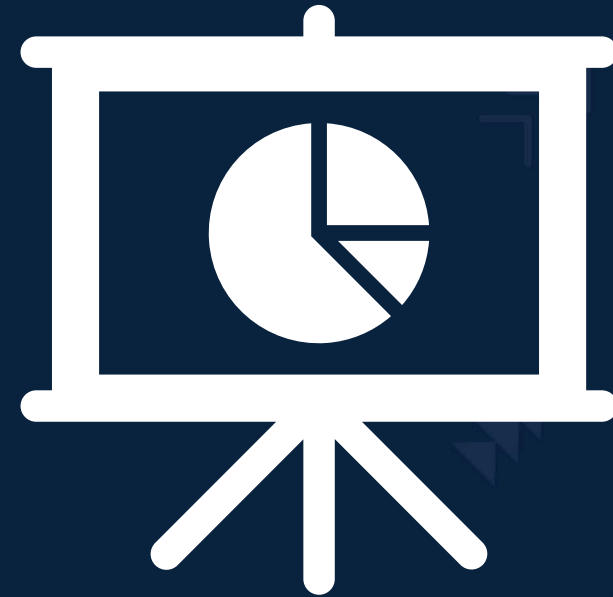
February 8 – Student Government Association

February 22 – Financial Area Representatives Meeting

Today's Topics

- Financial Highlights
- Financial Ratios
- Administrative Costs
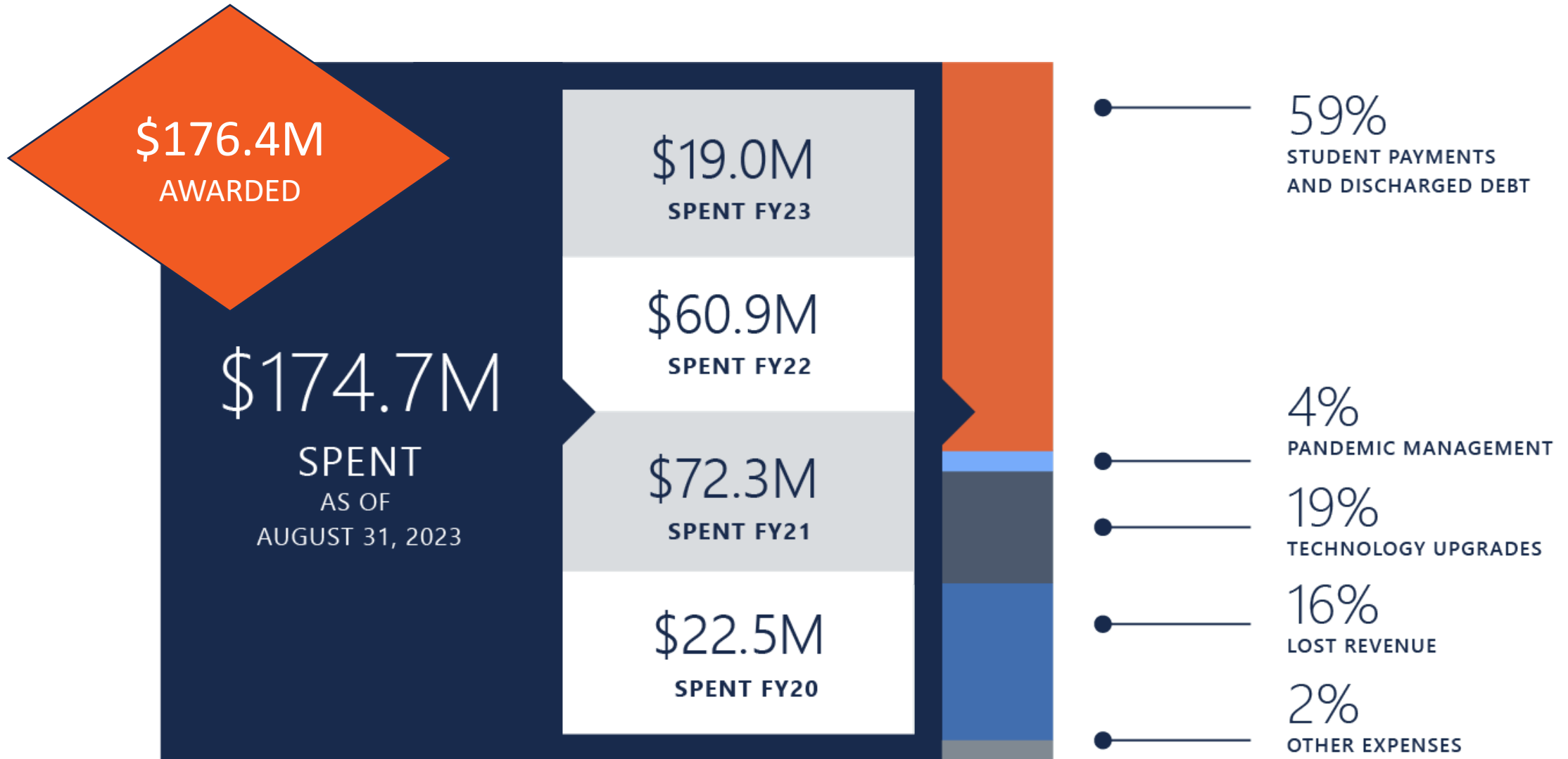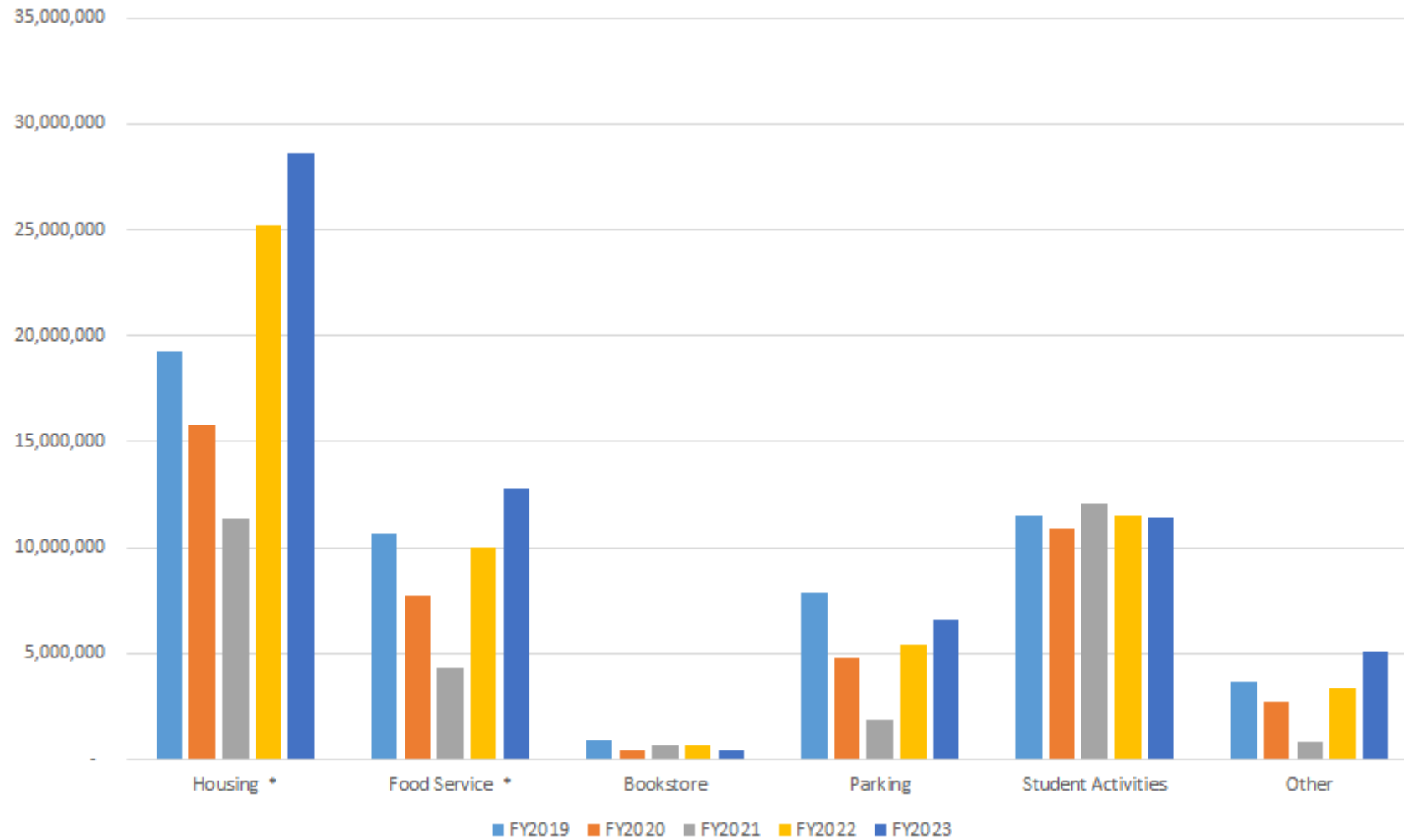- FY2024 Budget
- Our Budget Model - IRM

Annual Financial Report at a Glance

Total Operating Revenue	Total Expenses	Total Assets	Net Capital Assets	Total Endowment
$751M FY2023	$727M FY2023	$2B FY2023	$882M FY2023	$287M FY2023
$772M FY2022	$703M FY2022	$1.87B FY2022	$854M FY2022	$264M FY2022

HEERF Awards and Spending

$176.4M AWARDED

$174.7M SPENT AS OF AUGUST 31, 2023

$19.0M SPENT FY23

$60.9M SPENT FY22

$72.3M SPENT FY21

$22.5M SPENT FY20

59% STUDENT PAYMENTS AND DISCHARGED DEBT

4% PANDEMIC MANAGEMENT

19% TECHNOLOGY UPGRADES

16% LOST REVENUE

2% OTHER EXPENSES

FY2023 Auxiliary Revenues

Financial Highlights: Salary & Wage Expenses

|	FY2023	FY2022	Difference $	%
Faculty - Tenure/Tenure track	$ 75,313,610	72,548,638	2,764,973	3.8%
Faculty - Non-Tenure Track	$ 29,460,774	27,375,210	2,085,563	7.6%
Faculty - Summer	$ 16,466,231	14,656,651	1,809,580	12.3%
GTAs and GRAs	$ 16,503,499	14,737,273	1,766,226	12.0%
Staff - Permanent	$160,912,506	150,490,553	10,421,953	6.9%
Students - Regular and Work Study	$ 11,601,958	9,748,347	1,853,611	19.0%
Other Salaries and Wages	$ 5,177,496	3,532,927	1,644,569	46.5%
Moving Expense and Temporary Housing Allowance	$ 634,437	579,479	54,958	9.5%
Staff - Temporary	$ 1,105,503	1,368,684	(263,181)	-19.2%
Vacation Payout	$ 1,072,679	1,282,205	(209,526)	-16.3%
Overtime and Hazardous Duty Pay	$ 373,808	323,682	50,126	15.5%
Longevity Pay	$ 2,228,341	2,188,476	39,864	1.8%
Tuition Remission	$ 501,871	506,377	(4,506)	-0.9%
Total Salaries and Wages	**$321,352,714**	**299,338,502**	**22,014,212**	**7.4%**

Financial Ratios

Why the Ratios Matter

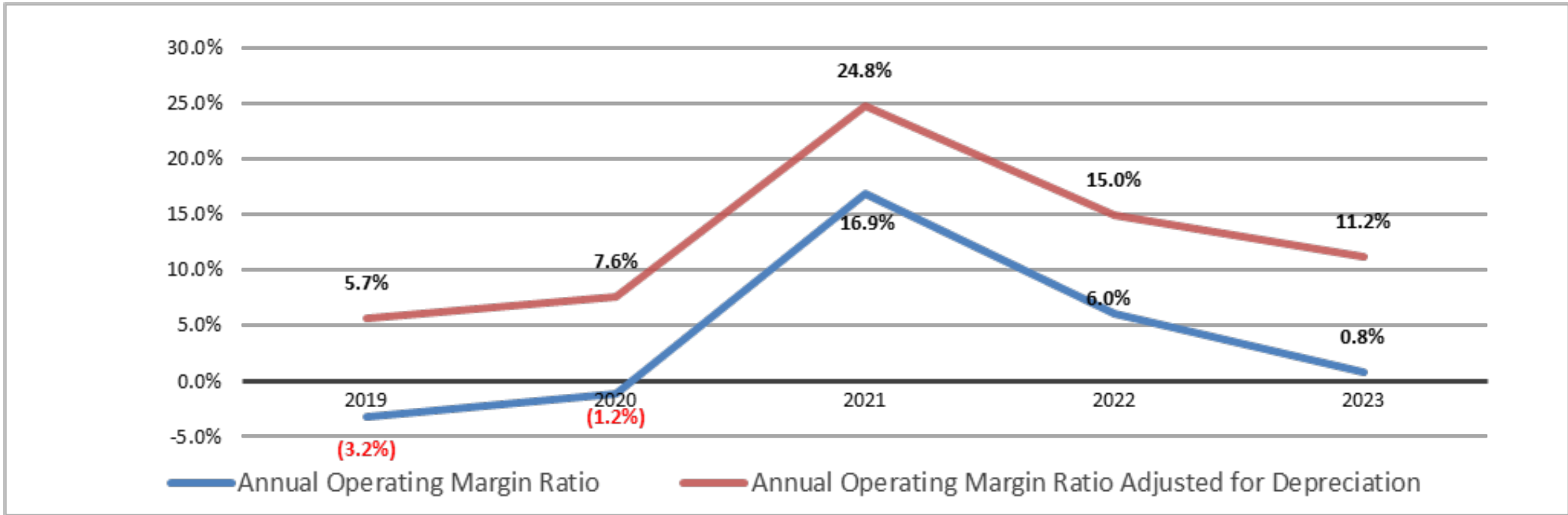UT System uses the ratios to evaluate financial condition

- Satisfactory/Watch/Unsatisfactory
- Satisfactory rating for FY22
- Not yet rated for FY23

Ratios are used to evaluate UTSA financial performance and debt capacity
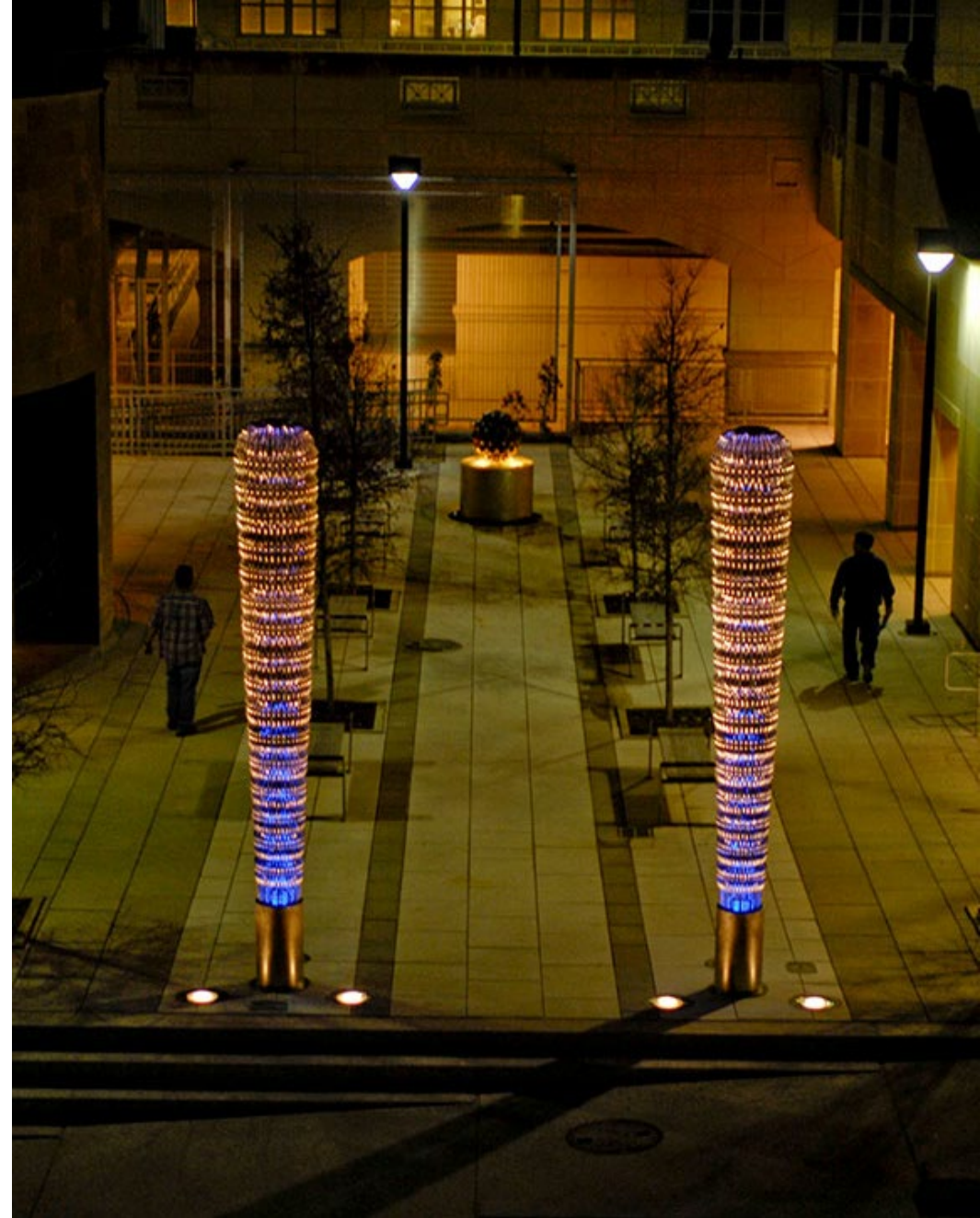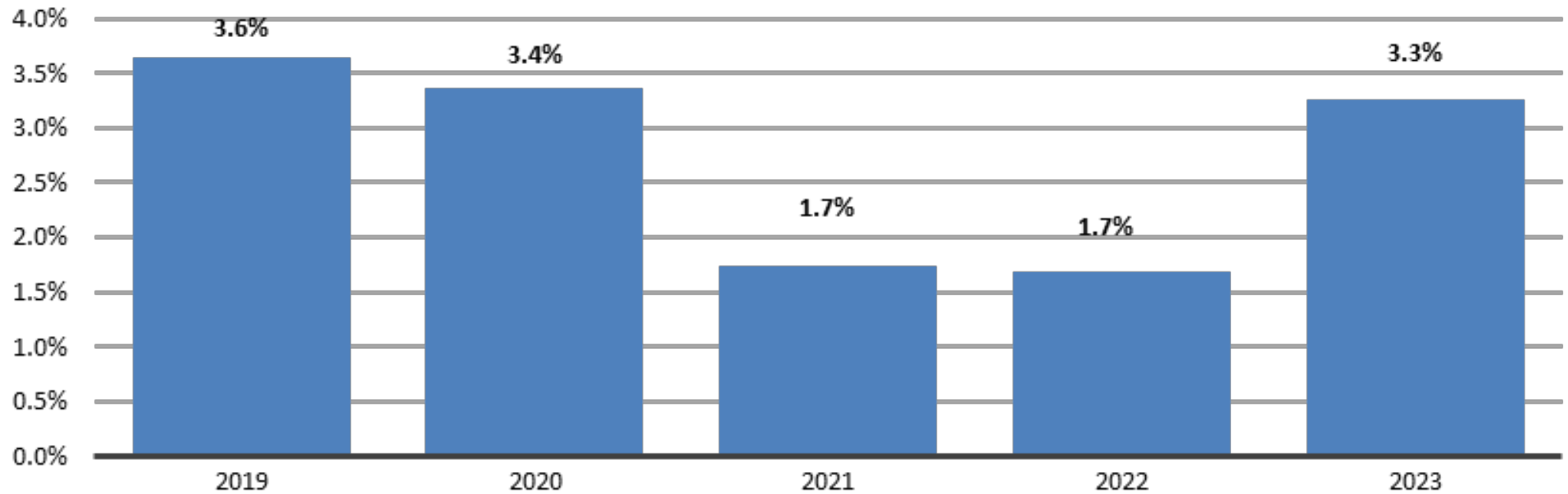
Annual Financial Condition Ratios

Operating Performance

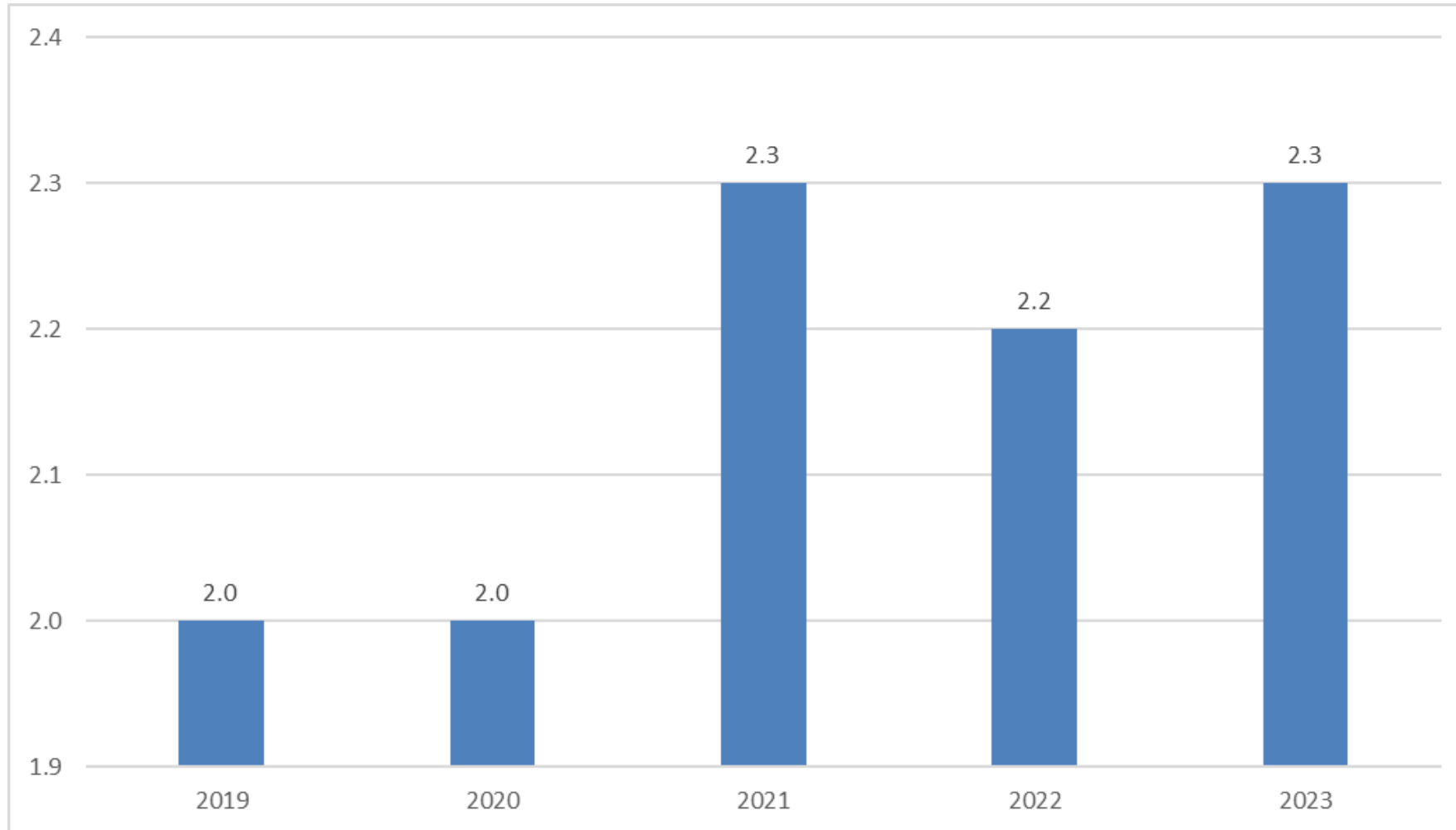# Annual Financial Condition Ratios

Debt Service to Operations

Annual Financial Condition Ratios

Spendable Cash & Investments to Total Debt

Administrative Costs

Administrative Cost Measure*
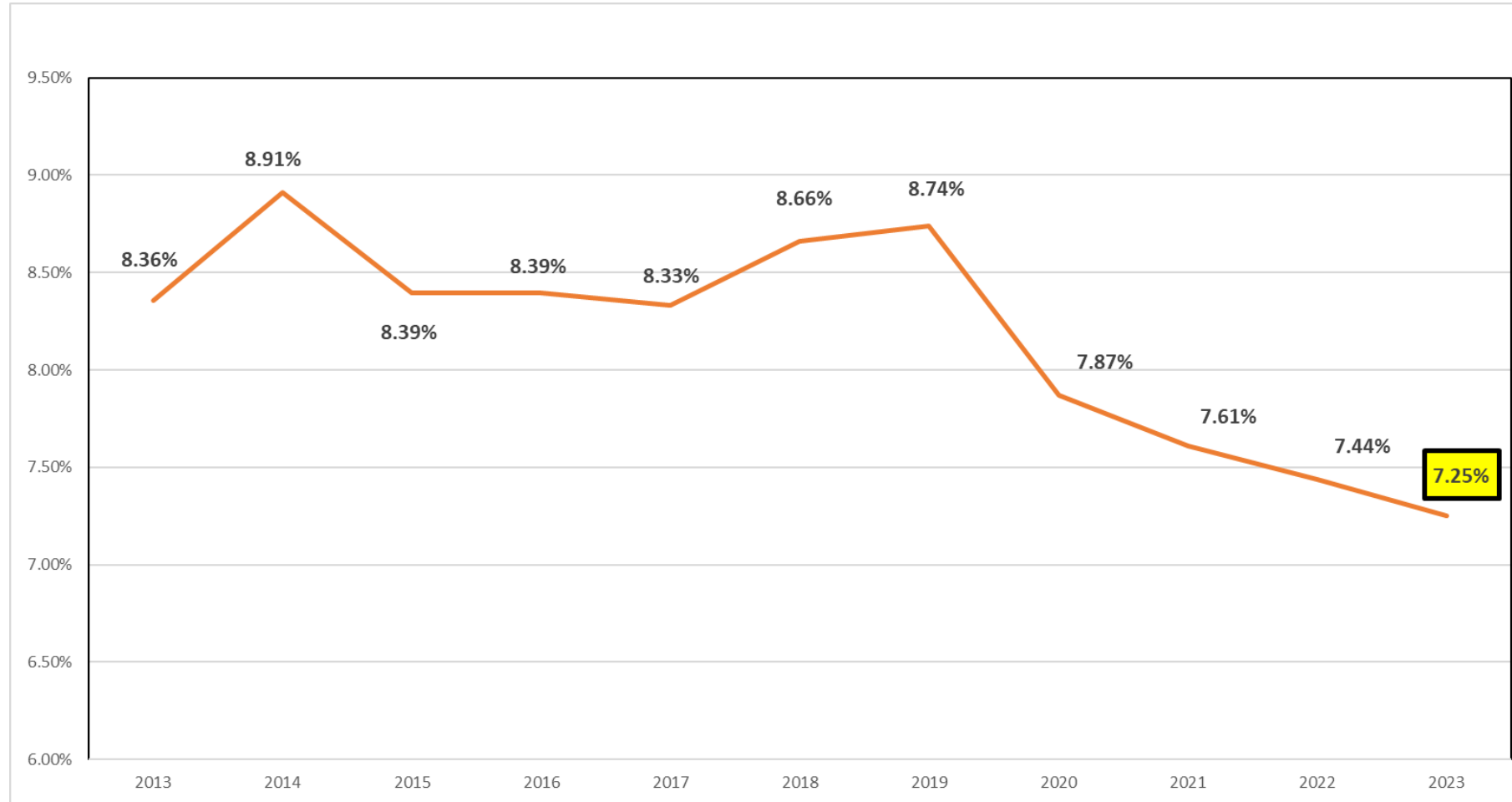
The Administrative Cost Measure is a state/UT System calculation. The calculation excludes auxiliary expenses.

Administrative Cost Measure — UT System

FY2024 Budget

FY2024 Budgeted Revenue

Tuition & Fees
$242,791,717

Sponsored & Gifts, inc. Federal Financial Aid
$235,669,639

TOTAL
$725,125,436

Other
$76,916,264

State Appropriations
$169,747,816
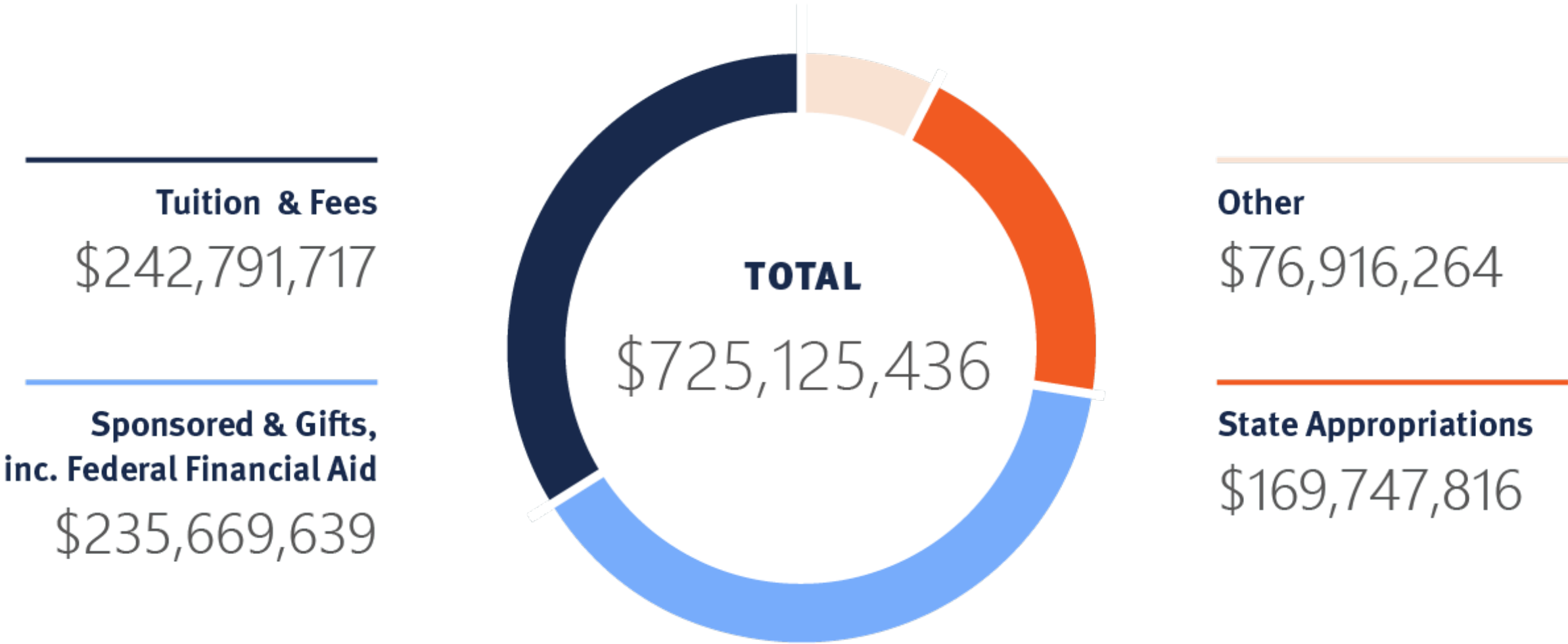
UTSA's Expenses

- Debt Service
- Compensation
- Employee Benefits
- Utilities
- Scholarships & Fellowships
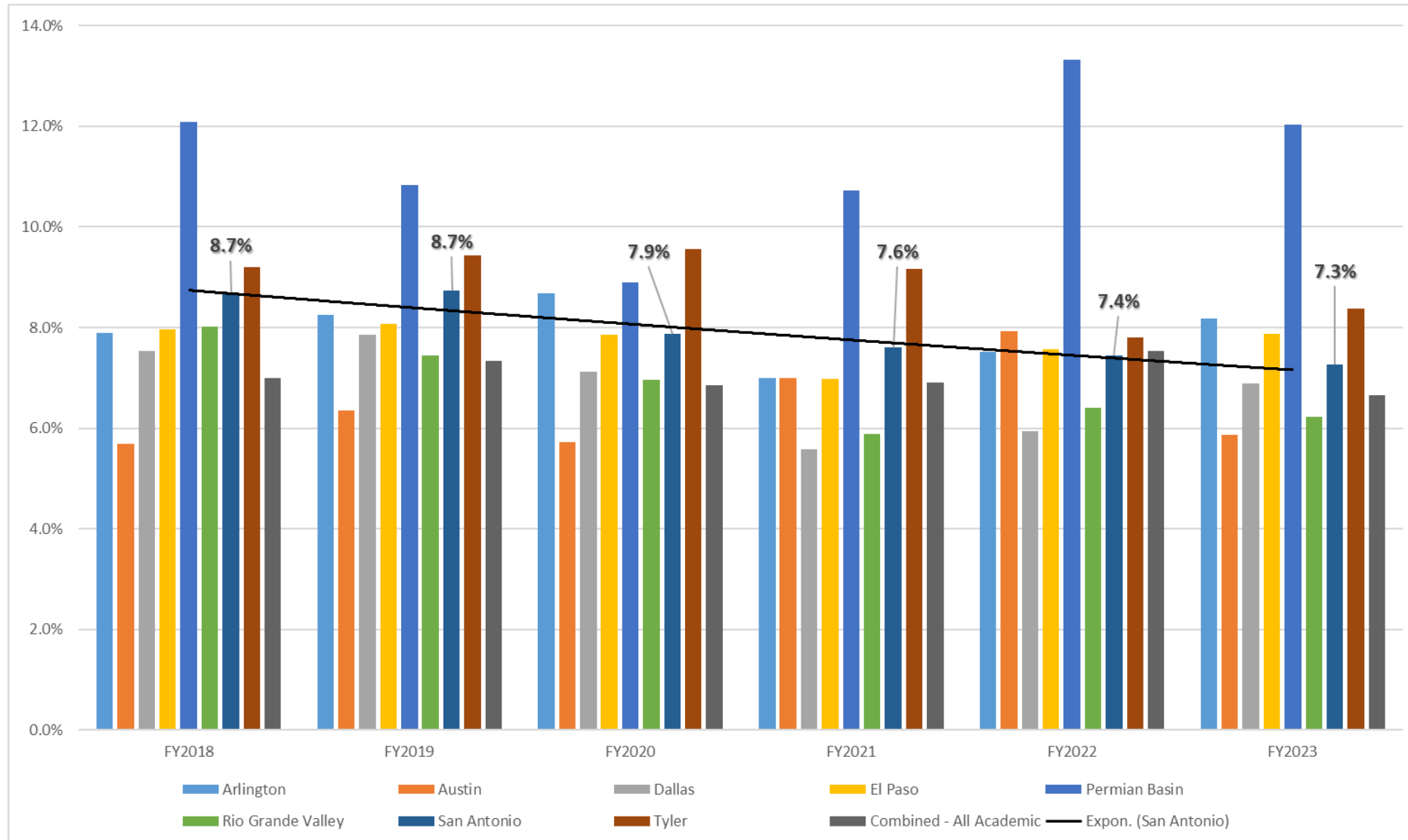- Operations & Maintenance

Debt Service (Principal & Interest)
$32,724,780

Operations & Maintenance
$200,383,100

Utilities
$17,472,083

TOTAL
$725,125,436

Compensation & Benefits
$425,335,069

Scholarships & Fellowships
$49,210,404

FY2024 Expense Budget

UTSA's Expenses

- 58% of budget is salary and benefits

- Faculty and staff compensation is a permanent priority

  - 9% merit pool over FY2022 and FY2023 and FY2024

  - Promotion and tenure

  - Over $27 million invested in all faculty/staff compensation strategies over the last three fiscal years
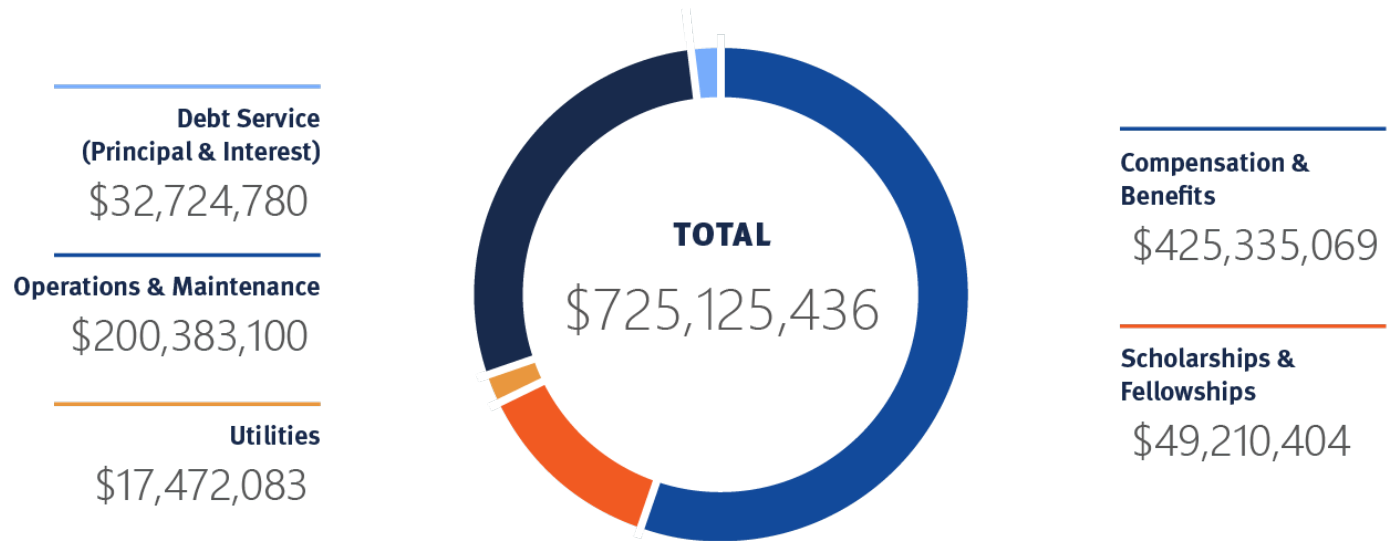
- Benefits increased $2.3M (7.5%) in FY2023 and $2.3M (7.5%) in FY2024

- Faculty start-up expenses - $8.5M committed for FY2024

- Includes $31.3M of institutional dollars, including tuition set asides, for financial aid

- *No UG tuition or academic fee increases for FY2023, FY2024 and FY2025*

Expense Growth

2020
Latte

$3.65

Expense Growth

2020 $3.65

Short 8 oz.   Tall 12 oz.   Grande 16 oz.

$4.45

$3.65

15% higher

2024
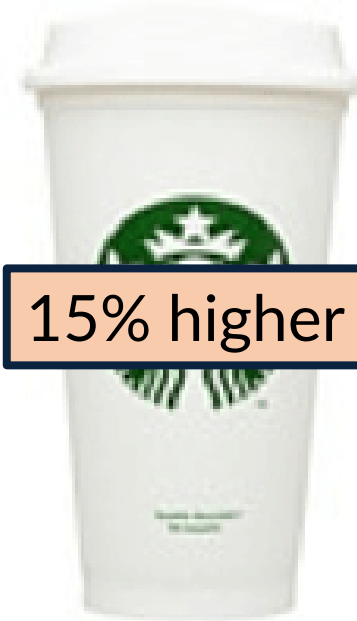
Short 8 oz.   Tall 12 oz.   Grande 16 oz.   Venti 20 oz.

UTSA's Expenses

⮑ Large service contracts increase every year and are also affected by labor cost increases

- ⮑ Food service
- ⮑ Housekeeping and grounds maintenance
- ⮑ Repairs and maintenance

⮑ Other mandatory increases

- ⮑ Utilities
- ⮑ Insurance
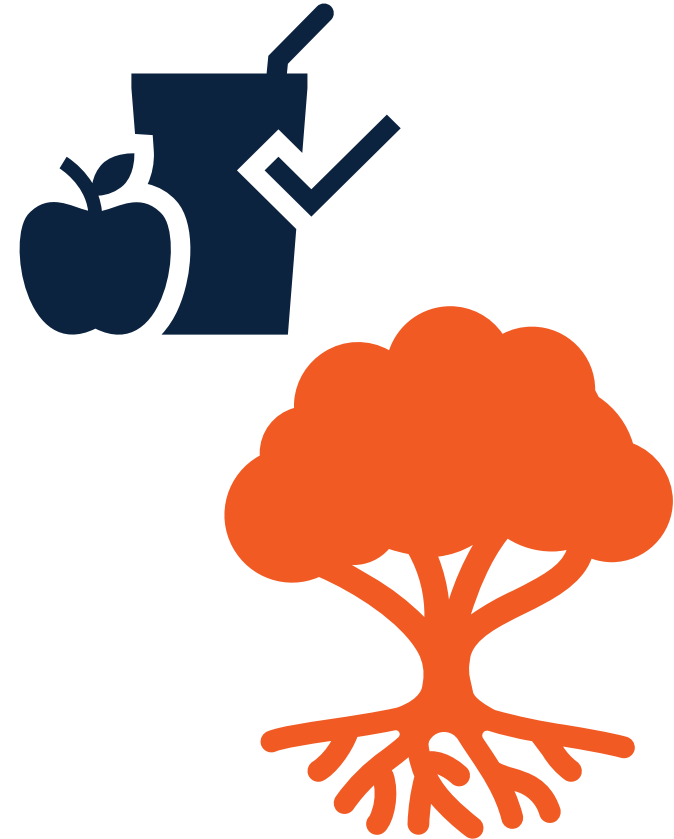
Expenses: Capital vs. Operating Funds

- Annual operating budget dollars are not used for capital purposes except the following:
  - Modest annual budget for deferred maintenance/repair projects
- Deferred maintenance backlog* is $92.5M, comprised of $64.7M E&G and $27.8M non-E&G
- Departmental budgets used for renovations or equipment/technology replacement

*As reported in 2023 to UT System

What is Deferred Maintenance?
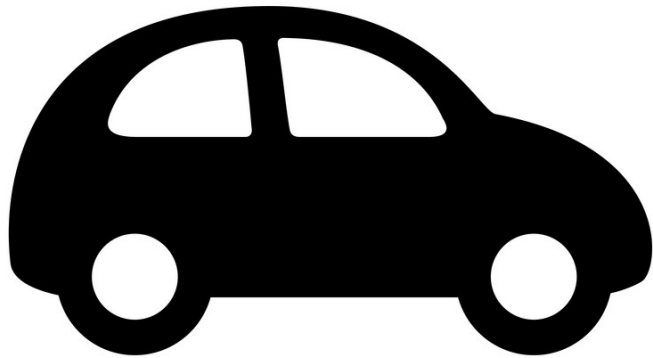
How are Capital Projects Funded?

Type of Funding	Examples
Capital Construction Assistance Project bonds (state program)	San Pedro II
Permanent University Funds (PUF)	San Pedro I & II
Debt (UT System's Revenue Financing System lending program)	Residence Halls
Gifts	San Pedro I
Auxiliary funds	Housing or food service renovations
Institutional funds	Department renovations

Our Budget Model - IRM

IRM vs. UT System Budget

IRM Incentivized Resource Management	UT System Budget
"Roadmap" for strategic investment decisions	Legislation requires Board of Regent approval on fiscal year budget
Revenue allocation of budget spending authority	Provides maximum spending authority for UTSA
Revenue from actuals for the prior formula year (summer 2020, fall 2020 and spring 2021)	Tuition revenue forecasted for the fiscal year (fall 2020, spring 2021 and summer 2021)
Follows UTSA established guidelines and governance structure	Prepared in accordance with Board Regents' Rules and UT System budget instructions
Activity driver allocations for both revenue and expense used throughout model for the various revenue and support units	No activity driver allocations used

What is IRM?

- Incentivized Resource Management
- Resource allocation budget model
- Incentivizes "activity"/revenue growth

- Aligns resources with institutional priorities
- Greater decision-making authority within revenue units

STRATEGIC PRIORITIES
are clearly linked to central investments.

DATA-DRIVEN DECISIONS
are based on regular systematic reviews of unit-level performance.

ACTIVITY DRIVERS
incentivize growth through direct revenue allocation.

STAKEHOLDERS
inform budgetary decisions in a coordinated & transparent way.

LONGER-TERM PLANNING
provides an outlook for the future.

How Does IRM Work?

Revenue distributed to revenue units.

Distribution based on customized activities, such as credit hours.

Revenue units pay all support unit costs.

UTSA Budget

Revenue Units — Colleges

Revenue Units — Auxilliaries

Academic & Administrative Support Units
- Support Unit Allocations
- Fees

Common Strategic Investment Fund
- Contribution of 14% on general revenue

Strategic Investment Fee Fund
- Contribution of 8%

Types of Units in IRM

Revenue units have the ability to influence revenue generation and cover their direct and indirect costs with generated revenue.

RESPONSIBLE FOR

- Direct costs
- Administrative costs
- Fiscal management of changes in net position
- Contribution to Strategic Investment Fund

ACADEMIC REVENUE UNITS

AUXILIARY UNITS

Support units ensure efficiency by providing services or support to academic revenue or auxiliary units. They have limited or no ability to influence revenue.

RESPONSIBLE FOR

- University support services
- Efficient operations
- Measurable outcomes tied to resources
- Fiscal performance
- Subject to operational reviews

ACADEMIC SUPPORT UNITS

ADMINISTRATIVE SUPPORT UNITS

IRM Governance Structure

Management of IRM is based on **SHARED GOVERNANCE**

(Circle diagram labels: TRANSPARENCY, RESPONSIVENESS, INCLUSIVENESS, PARTICIPATION, COLLABORATION, ACCOUNTABILITY)

Governance Structure

IRM is governed by a collaborative, data-driven process, including regular touchpoints with unit representatives.

Under IRM, we all have shared responsibilities in deciding budget priorities. While ultimate budgetary decisions are made by the president, the Resource Management Team and University Leadership Council provide guidance and key insights to the overall decision-making process. The process also includes two major committees:

STRATEGIC INVESTMENT FUND COMMITTEE
Reviews, evaluates & prioritizes investment requests from the Strategic Investment Fund

OPERATIONAL REVIEW COMMITTEE
Participates in operational reviews of all support units and auxiliaries

IRM Roles

Institution	Colleges/Deans
Establishing and monitoring adherence to guiding principles and policies	Decision making and communication on allocation of college resources, with transparent processes for decision input
Oversight of model framework and methodologies	Oversight of college activity drivers and the actions needed to maximize activity
Ensuring adequate resources for UTSA to thrive, including best practice, efficient support unit operations	Ensuring adequate resources for College to thrive, including best practice, efficient supporting operations
Oversight and communication of mechanism for strategic investment at institutional and divisional levels	Oversight and communication of mechanism for allocating new or excess funding, including reserve balances
Regular communication of model outcomes and any methodology changes	Regular communication to Chairs regarding the connections between academic activity, IRM revenue/cost principles in the context of the specific college
Continuous improvement and agility to pivot in a dynamic environment	

Proposed Scholarship Essay Changes

STARS Committee

Current Essay Prompt

Please write a biographical essay (no more than 500 words) describing obstacles or challenges faced in obtaining a higher education. Include personal and/or professional goals and the role of the scholarship in obtaining these goals. Also include any contributions made to UTSA and other information that will help the committee make an informed decision.

Why

Deficit Lens
- We do not need to ask someone about what they overcame to receive their education
- Leaves out people who have not received a degree
- Emphasis is on their experienced challenges instead of their goals

Unrelated to Staff Senate
- The essay has one of three components related to Staff Senate or working at the university
- Multiple writing prompts in one statement

Proposed Essay Prompt

Please provide a written statement answering the following questions in no more than 500 words: How has working at the university contributed to your understanding of the student experience at UTSA? How will your coursework contribute to your ability to serve the university community?

Why

- Essay ties in working at the university
- Open to all who work at the university
  - We want this to be applicable to all and think centering a student experience is central to the mission to the university
- Stronger alignment of essay questions
- Ties back to the university community
  - All degrees can relate to the university community
    - Ex. enhancing understanding of student experience, using knowledge to contribute to work community, etc.

QUESTIONS?