

UTSA
50
1969-2019



The University of Texas at San Antonio

Campus Conversations 2019-2020

Kimberly Andrews Espy, Ph.D., Provost & Senior Vice President for Academic Affairs
Veronica Mendez, Senior Vice President for Business Affairs

Campus Conversations Agenda

- Progress Updates
- College for Health, Community & Policy
- Master Planning
- Participatory Governance Framework & SPAC
- UTSA Planning Context & IRM Budget Model Overview
- Faculty Hiring, Success and Strategic Hiring Initiative Update

Progress Updates



SUCCESS BY THE NUMBERS

Our Students

32,792

Record High Enrollment

27,954
undergraduate

4,838
graduate

7,029

RECORD NUMBER OF DEGREES
AWARDED IN 2018-2019



42%
Pell grant
recipients



59%
new freshmen in
top quartile



11%
increase in
doctoral students



41%
transfer students



15%
military affiliated



64%
underrepresented
minority



45%
first-generation
college



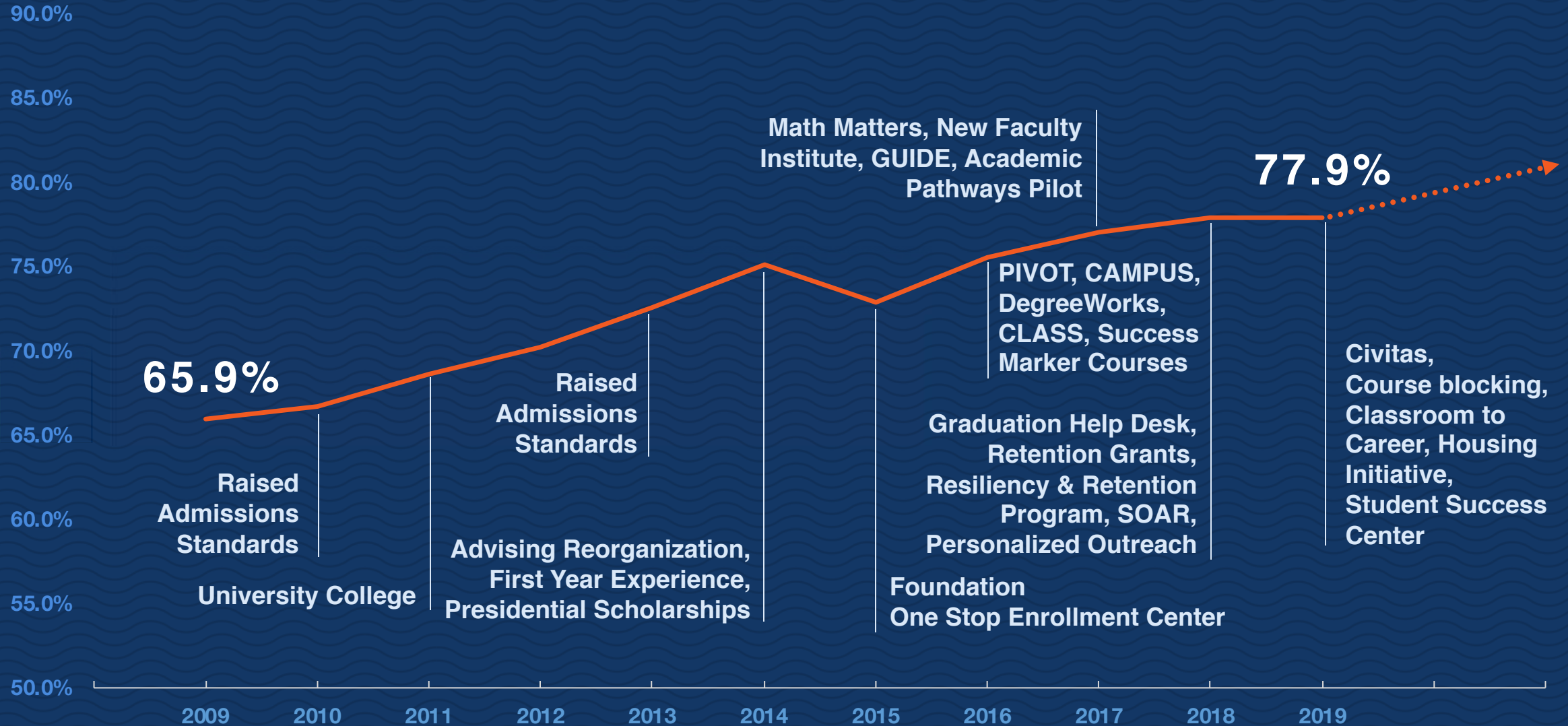
5 years
average time to
graduation



75%
are employed

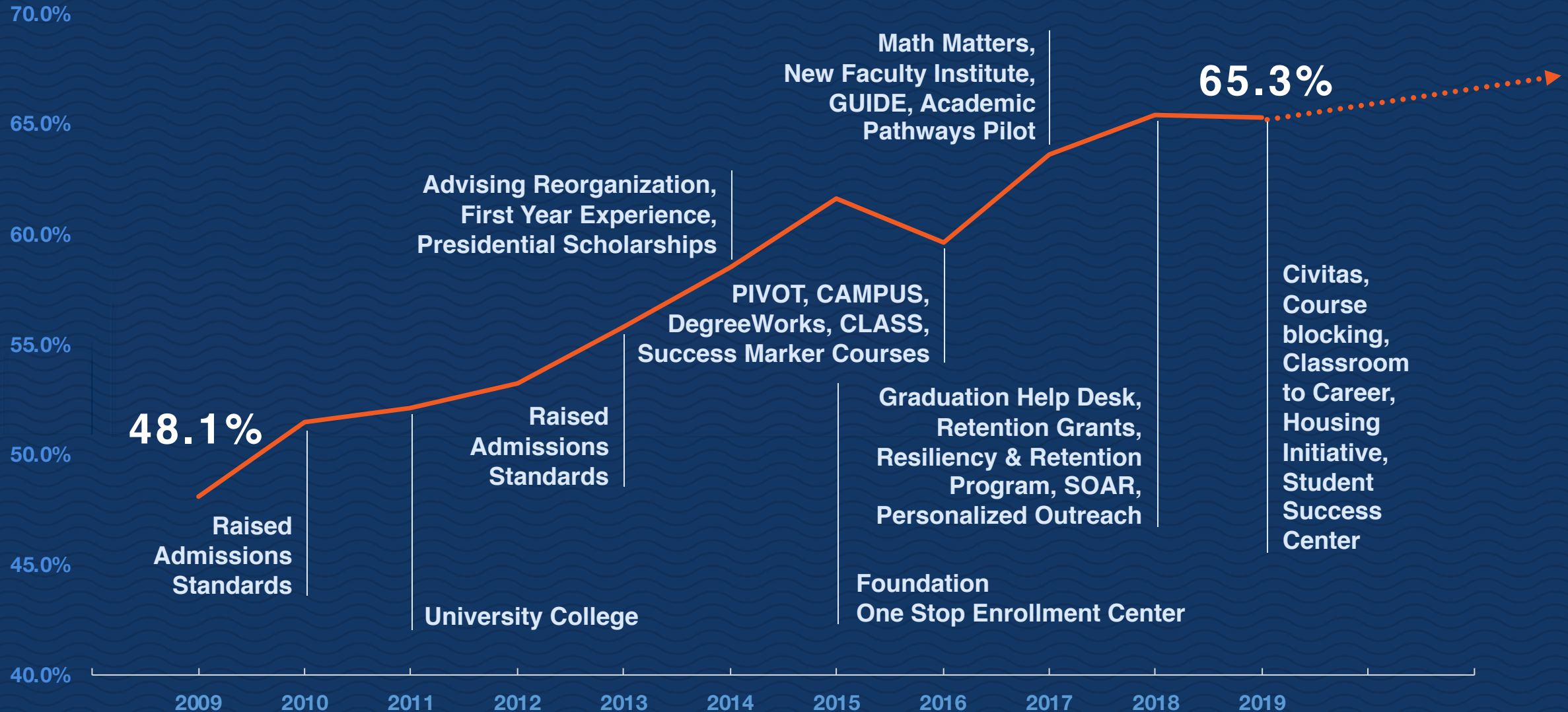
Roadrunner Cohort

First-Year Retention



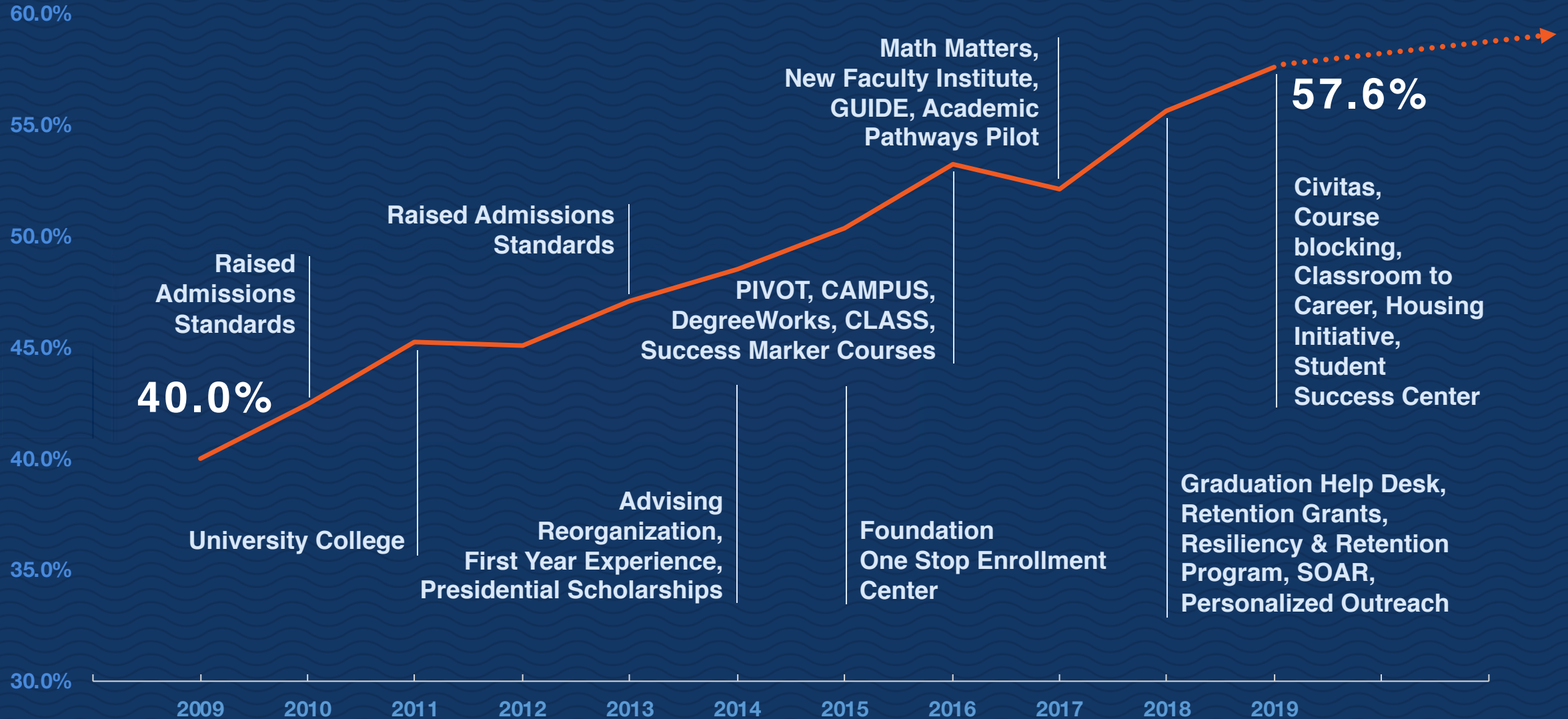
Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

Roadrunner Cohort Second-Year Persistence



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

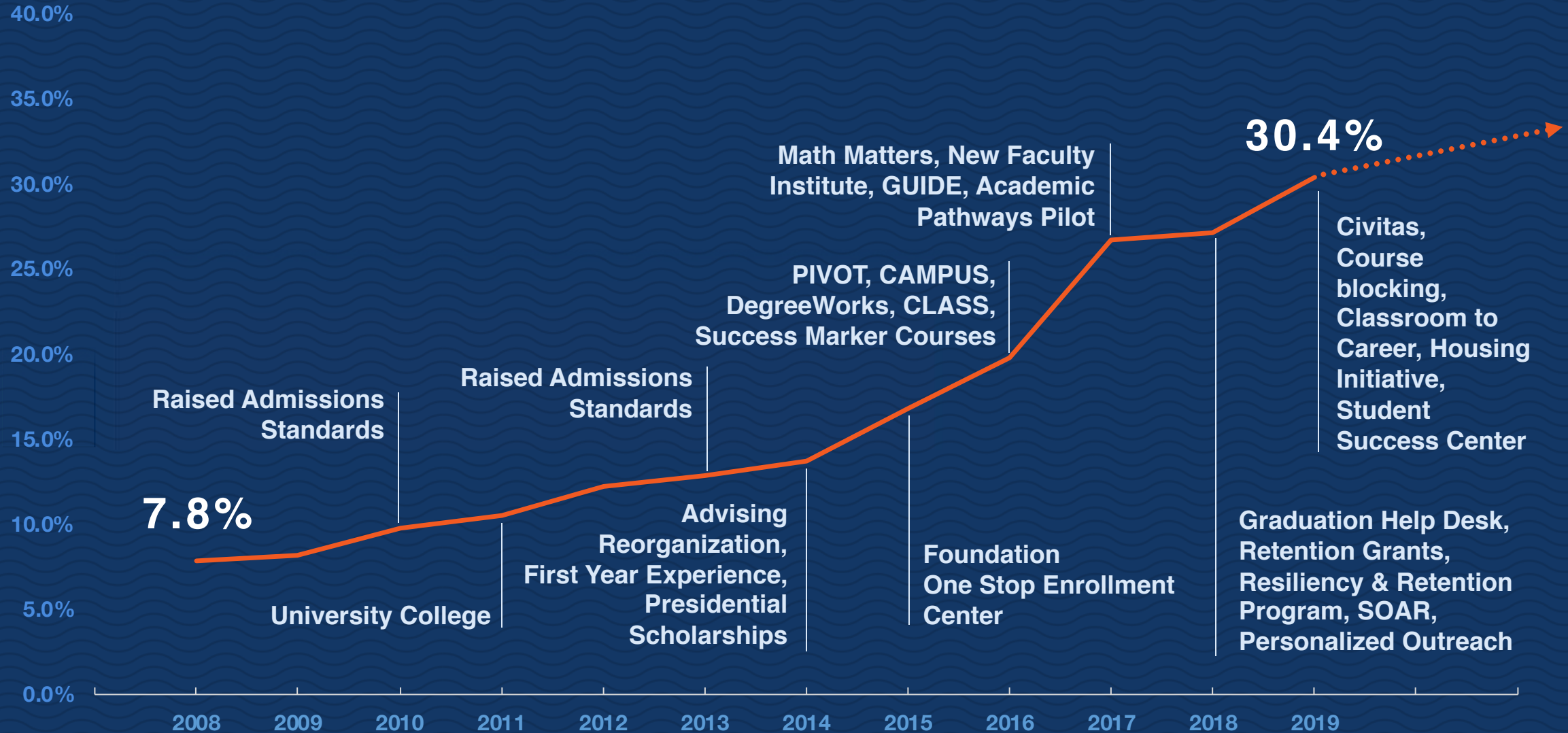
Roadrunner Cohort Third-Year Persistence



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

Roadrunner Cohort

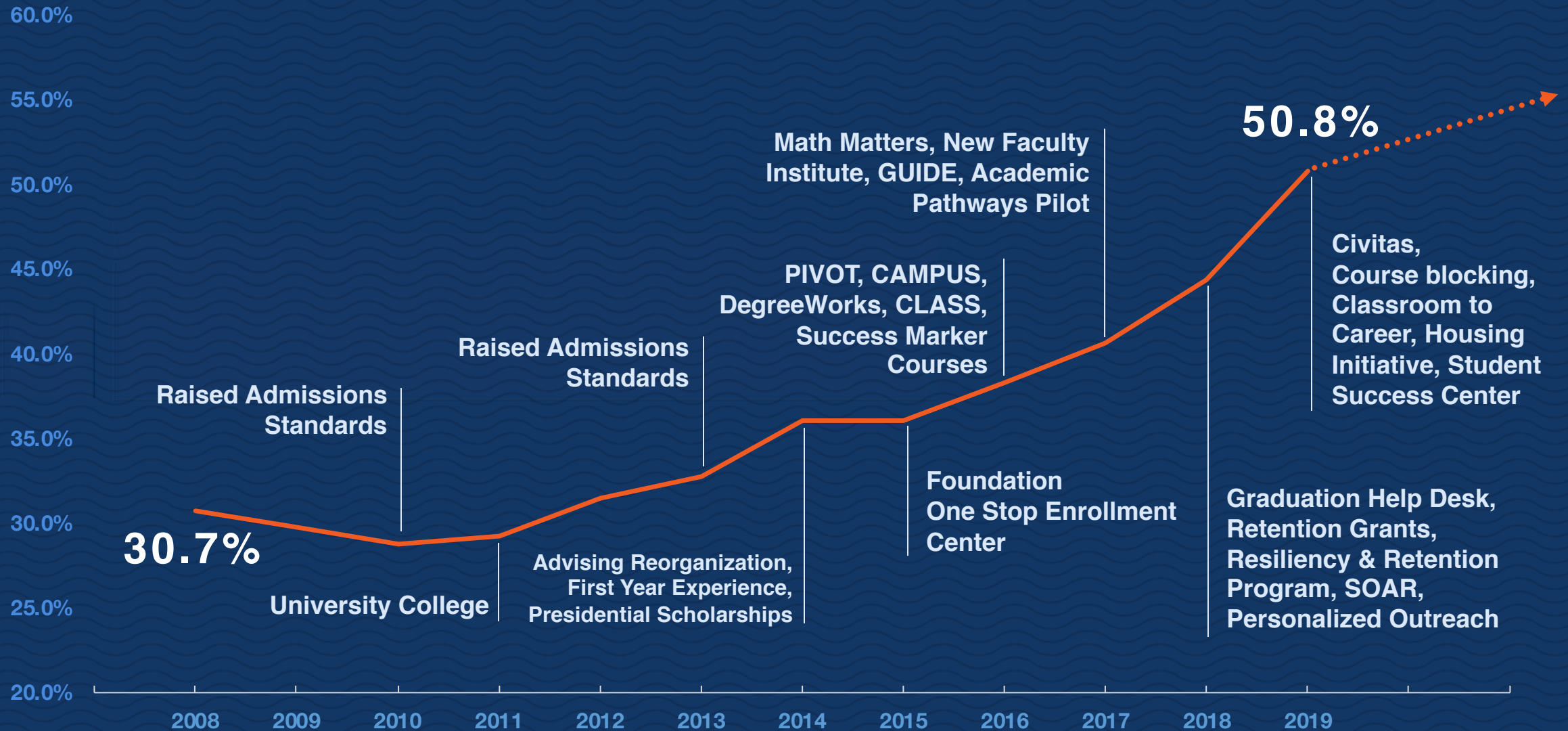
Four-Year Graduation Rates



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

Roadrunner Cohort

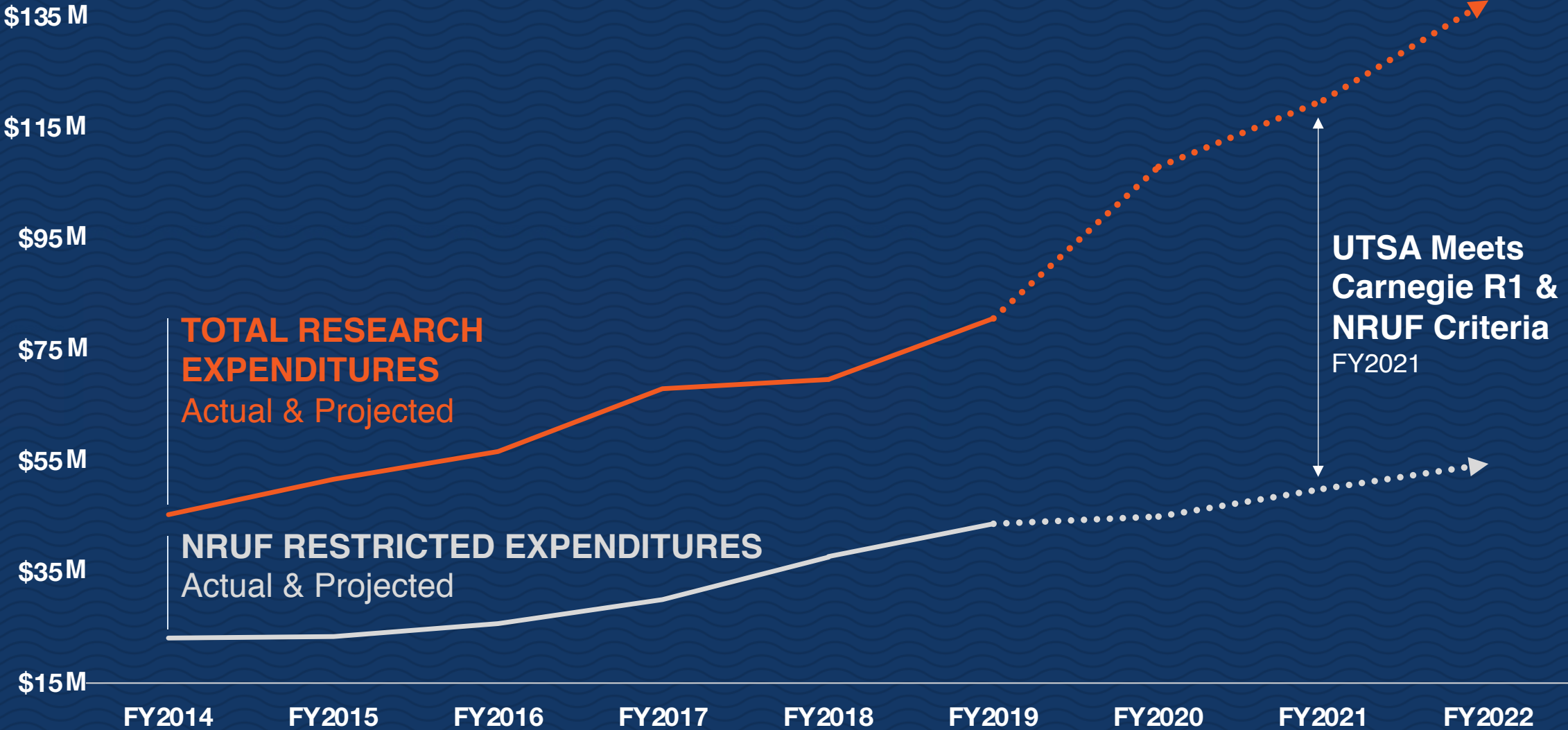
Six-Year Graduation Rates



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

A GREAT PUBLIC RESEARCH UNIVERSITY

UTSA's Research Momentum



Westside Community Center

A hub for UTSA to foster meaningful relationships with Westside residents and business owners to drive educational access, lifelong learning and economic opportunity

- Strengthen pipelines to higher education
- Strengthen families
- Strengthen communities



Reaccreditation efforts
are on track
for 2020 review



**RACING TO
REACCREDITATION** 2020



Classroom to Career (C2C)

UTSA's Quality Enhancement Program:
Providing transformative learning experiences to advance the development of marketable skills

- Applying didactic learning to real-world problems and in applied contexts
- Advances student success and retention
- Strengthens partnerships in the San Antonio community
- Goal: 75% of students participate in at least one experience
- Phase 2 Implementation



San Antonio Workforce

Supporting the city's growing need for a skilled workforce

- Fully online degree programs
- Flexible completion options
- Accessible, “stackable” certificates
- Industry-tailored training
 - Web Development Bootcamp



Democratizing Digital Fluency

Preparing our students for their careers in the knowledge economy

- UTSA named *Adobe Creative Campus*
- UTSA selected for *MITRE's Generation AI university consortium*



College for Health, Community & Policy



College for Health, Community & Policy



HCoP approved by UTS 

Search Committee

Sean Kelly (Chair)	Professor & Dean	Honors College
Gina Amatangelo	Lecturer	COPP, Department of Public Administration
Sandra Morissette	Associate Dean for Research & Professor	COLFA, Department of Psychology
Brad Hamlin	Health Professions Advisor	University Health Professions Office
Tammy Wyatt	Vice Provost & Associate Professor	Student Success
Erica Sosa	Associate Professor	COEHD, Health, Kinesiology & Nutrition
John Bartkowski	Professor	COLFA, Department of Sociology
Derek Plantenga	Sr. Lecturer	COPP, Department of Social Work
Thankam Sunil	Professor	COLFA, Department of Sociology
Roger Enriquez	Associate Professor, Faculty Senate Representative	COPP, Department of Criminal Justice
Johnelle Sparks	Professor & Department Chair	COPP, Department of Demography
Rhonda Gonzales	Interim Dean & Professor	COLFA, Department of History

Search Committee (cont.)

Jose Lopez-Ribot	Professor	College of Sciences, Department of Biology
Langston Clark	Assistant Professor	COEHD, Health, Kinesiology & Nutrition
Bernard Arulanandam	Interim Vice President	Research, Economic Development & Knowledge Enterprise
Courtney Balderas	Assistant Director	Dreamers Resource Center
Kaitlyn Law	SGA Executive Assistant	UTSA Student Government Association
Colleen Bridger	Assistant City Manager	City of San Antonio
Jacqueline Mok	Vice President for Academic, Faculty & Student Affairs	UT Health San Antonio
Jennifer Potter	Vice Dean for Research	UT Health San Antonio Long School of Medicine
Henrietta Muñoz	Senior Vice President, Research & Evaluation	United Way of San Antonio & Bexar County

Transition Team & Summary “Bucket” Takeaways



Sara Oswald, Chair
Professor & Dept Chair
Kinesiology, Health &
Nutrition



Alberto Cordova
Assoc. Professor
Kinesiology, Health &
Nutrition



Sandra Morissette
Prof., Psychology
Assoc. Dean, COLFA



Rob Tillyer
Prof., Criminal Justice
Assoc. Dean, COPP

- Fall transition processes / timelines (draft)
- Departmental/College budget move
- College IRM Implementation Model
- Workload assignment/policy
- Faculty positions (past vacancies/go forward)
- Chairs (interim, renewals) & Associate Deans
- Admin staffing, research/RSC & accreditation support
- GARs, Grad student support
- Incidental Fees
- Advising
- Space
- PH course offering plan (short term, long term planning process)
- Connecting, Collaborating, & Communicating

School of Data Science

Uniting UTSA's talent and resources in cyberscience, data science and data management

- Searches underway for the Academic Director and “Data Evangelist”
 - Jianwei Niu, Interim
- New Data Science MDST degree
 - Joint BS/MS in development
- One of eight universities designated NSA data science partner



Preliminary design rendering for UTSA's new National Security Collaboration Center and School of Data Science | Jacobs/Overland

Partnership Ecosystem

National Security Collaboration Center

25th Air Force
(formerly Intelligence, Surveillance and Reconnaissance Agency)

24th Air Force
(Cyber Command)

PORT SAN ANTONIO

AFCEA

SAN ANTONIO CHAMBER OF COMMERCE

Air Force 59th Medical Wing

Air Force Association CyberPatriot

accenture

Raytheon

Booz | Allen | Hamilton

CSSA TX

Air Force Air Education and Training Command

Air Force Life Cycle Management Center

BUILD SEC FOUNDRY

SNC SIERRA NEVADA CORPORATION

Army Research Laboratory ARL

Defense Intelligence Agency

CISCO

CNF TECHNOLOGIES

Dept. of Energy National Labs

Department of Justice Federal Bureau of Investigation



CPS ENERGY

DELL Technologies

SwRI SOUTHWEST RESEARCH INSTITUTE

(FFRDC) MITRE

NSA Texas

IPSECURE

LGS INNOVATIONS

Secretary of the Air Force Chief Data Office

Southwest Texas Fusion Center

CYBERTEXAS FOUNDATION

noblis

PARSONS

saedf

Department of Homeland Security, US Secret Service

U.S. Strategic Command Academic Alliance

Peraton

leidos

+ multiple data centers
+ state and local agencies
+ defense technology businesses
+ additional government partners



Partnership Ecosystem
National Security Collaboration Center

\$15M partnership with Sandia National Laboratories



- + multiple data centers
- + state and local agencies
- + defense technology businesses
- + additional government partners

Campus Master Plan

Guiding the
development of
UTSA's campuses
over the next decade

www.utsa.edu/masterplan



Campus Master Plan

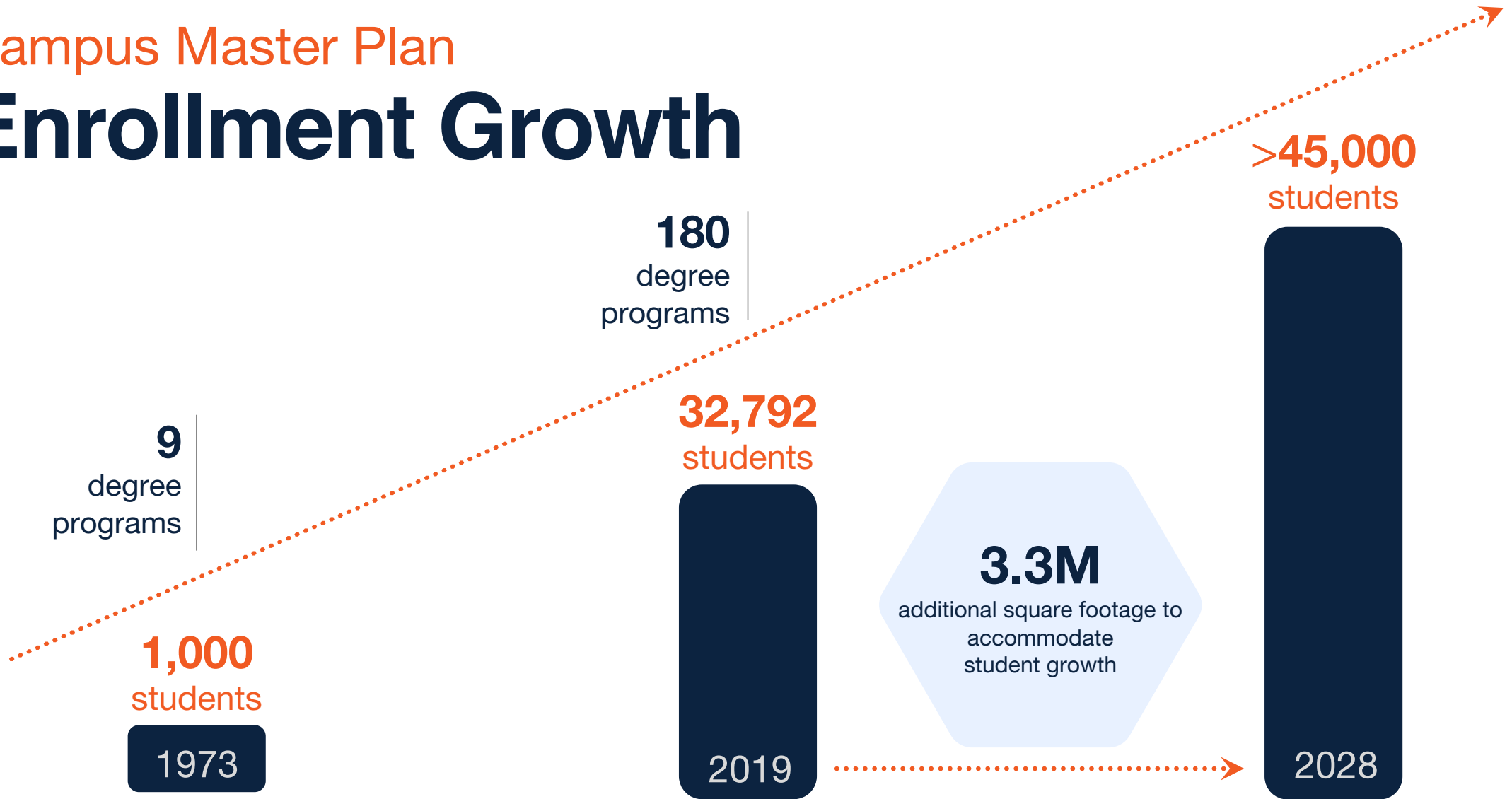
Roadmap to Success

The UTSA Campus Master Plan provides a **roadmap** to guide the university's future development, investment and growth.



Campus Master Plan

Enrollment Growth



Campus Master Plan

A Shared Purpose

Reflecting UTSA's commitment to serving the City of San Antonio



Sharing facilities



Promoting heritage and art



Providing community learning experiences



Creating a welcoming campus

Increasing green space



Campus Master Plan

One University

Multiple Campuses

Downtown
Campus



Park West



Main
Campus



Hemisfair
Campus*

* Not included in campus master plan

Campus Master Plan

Stakeholder Engagement



29

staff members
interviewed



6

targeted
focus groups



3,989

responses to
discovery survey



4

Community forums

4

Campus forums

Campus Master Plan

Emphasizing Sustainability



Physical

- mobility
- micro-climate
- energy and carbon
- water
- ecology
- waste
- disaster resilience



Social

- equity
- cultural diversity
- student success
- recruitment and retention
- art
- wellbeing
- community connections
- health and wellness
- equal access



Economic

- affordability
- capital resources
- revenue generation
- leveraged investments
- operational efficiency
- partnerships
- finance and investment
- economic development

Main Campus



Main Campus

Planning Principles



Principle #1

**Support a
robust
research
enterprise**



Principle #2

**Increase
access to
open spaces**



Principle #3

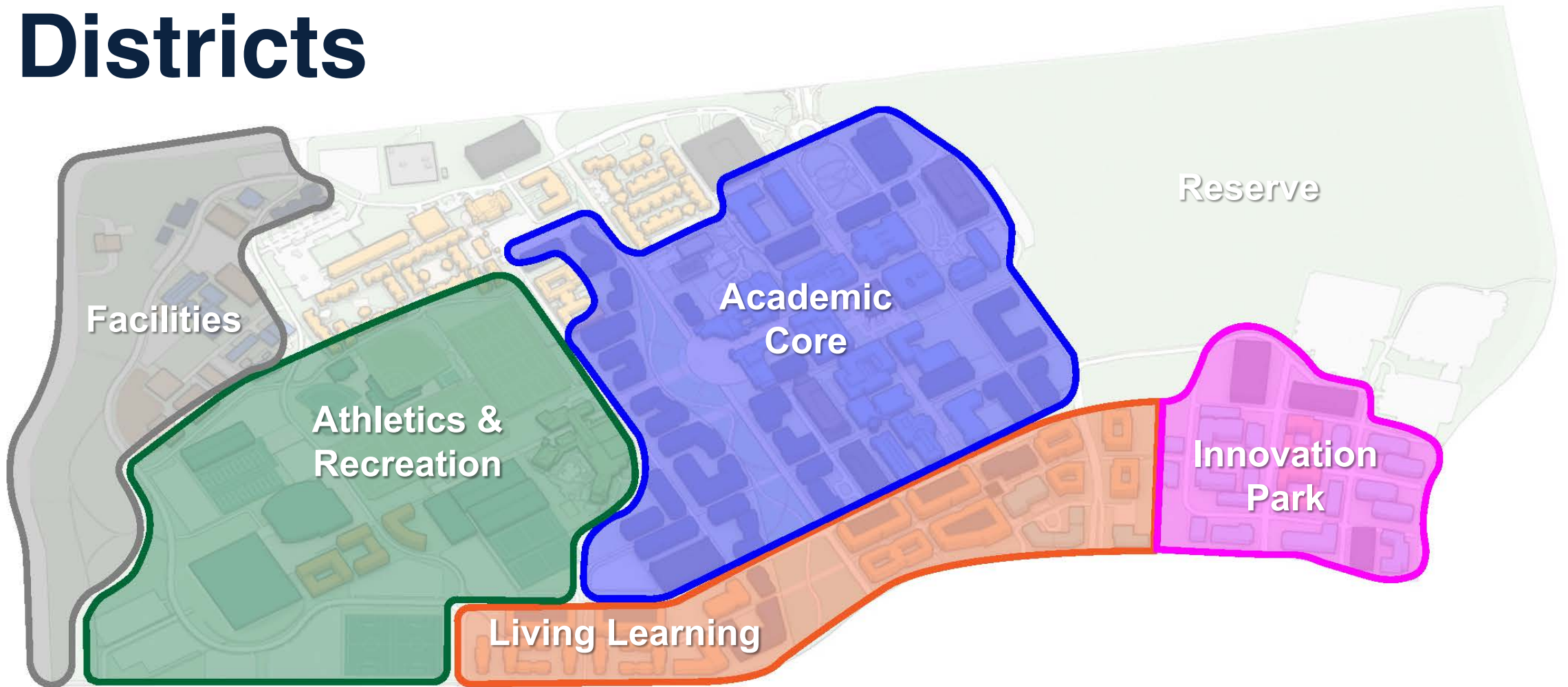
**Promote
pedestrian
orientation**



Principle #4

**Encourage
mixed-use**

Main Campus Districts



Proposed Master Plan Main Campus



Main Campus Master Plan Features



EXISTING BUILDING
PROPOSED BUILDING

Proposed Master Plan

Main Campus Paseo Verde



Proposed Master Plan

Main Campus Roadrunner Plaza



Proposed Master Plan Park West Campus



Large-Scale Testing Laboratory

Designed for civil engineers to test integrity of structural components and systems at near 100% scale

- \$9.95 million facility
- 50 feet tall
- 40-by-80-foot reaction floor
- Grand opening held Oct. 3



Science and Engineering Building

Cutting-edge laboratory, classroom and meeting space to support students and researchers in brain health, chemical engineering, biology and chemistry

- \$95 million, 153,000 sq ft, the largest construction project in UTSA history
- Showcase “makerspace” for engineering student teams to design, test and fabricate their senior design projects
- Academic Affairs procured \$1.8 million for new instructional equipment



Guadalupe Hall

New on-campus residential community for freshman that integrates learning with living.

*Construction underway;
Move-in ready for Fall 2021*

- 350+ beds, 95,000 gross square feet
- Expands and enhances campus residential experience for freshmen and first-gen students
- Collaboration, formal and informal learning space to facilitate meaningful engagement



Rendering by Alamo Architects

Student Success Center

A world-class facility to support UTSA students from the start of their college journey through to graduation.

Construction has begun on temporary complex to centralize academic advising offices and is due to open in February 2020.



Honors Residential College

A new residence to support the distinctive experience for the university's top students, bringing UTSA's Honors College to new levels of national prominence

- 225+ beds
- "Connected" classrooms
- Event and programming space
- Dining and fitness facilities
- Study rooms and computing space



Downtown Campus

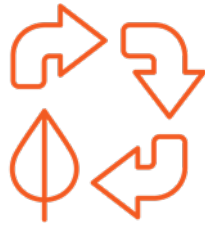


Downtown Campus Planning Principles



Principle #1

**Promote
community
partnerships**



Principle #2

**Embrace urban
environment,
arts and culture**



Principle #3

**Enhance
pedestrian
connections**



Principle #4

**Create a
complete,
comprehensive
campus**

Proposed Master Plan Downtown Campus





Downtown Campus Master Plan Features

Proposed Master Plan Westside Crossing



Proposed Master Plan

Buena Vista Pavilion



NSCC / SDS

- P3 Industry Day: Sept. 10
- RFQ: mid-October
- Purchase of 506 & 702 Dolorosa to be presented to Nov Board of Regents
- COSA allotted \$1 million for design improvements for Dolorosa



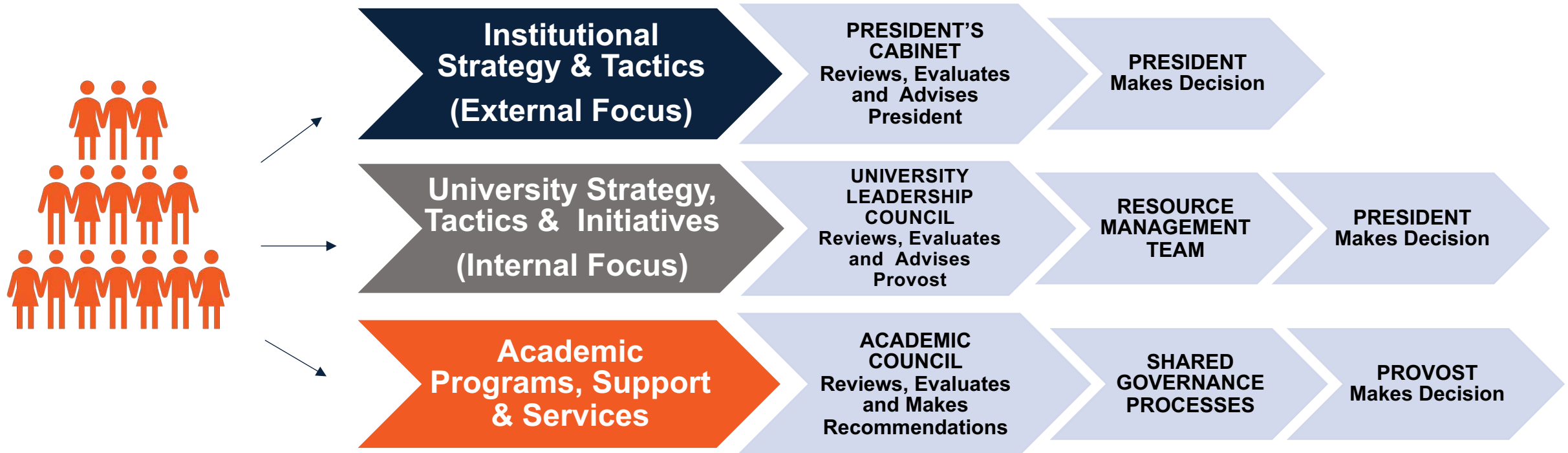
Preliminary design rendering for UTSA's new National Security Collaboration Center and School of Data Science | **Jacobs/Overland**

Participatory Governance Framework & SPAC



Participatory Governance Framework

UTSA's executive leadership structure provides a clear process for campus planning, prioritization and decision making that reflects our core as an academic enterprise



President's Cabinet



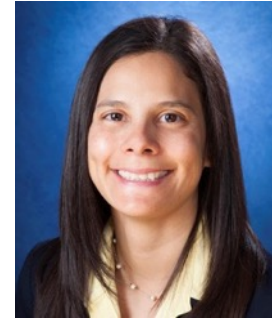
Taylor Eighmy
President



Myron Anderson
VP for Inclusive Excellence



Bernard Arulanandam
Interim VP, REDKE



Lisa Campos
VP for Intercollegiate
Athletics/Athletic Director



Mary Diaz
Interim VP for University
Relations / Chief of Staff



Kimberly Andrews Espy
Provost & Sr. VP for
Academic Affairs



Joe Izbrand
Assoc. VP for University
Strategic Communications



Kendra Ketchum
VP for Information
Management & Tech.



Veronica Mendez
Sr. Vice President
Business Affairs



Karl Miller-Lugo
VP for Development and
Alumni Relations



Anne Peters
Assoc. VP Communications
& Special Projects



LT Robinson
Dean of Students & Sr. Vice
Provost for Student Affairs

University Leadership Council



Kimberly Andrews Espy
Provost & Sr. VP
Academic Affairs



Myron Anderson
VP for Inclusive
Excellence



Bernard Arulanandam
Interim VP
REDKE



Lynn Barnes Jr.
Sr. Vice Provost
Strategic Enrollment



JoAnn Browning
Dean, COE
Interim Dean, CACP



Margo DelliCarpini
Dean, COEHD
Vice Prov, Ed. Partnerships



Rhonda M. Gonzales
Interim Dean, College of
Liberal and Fine Arts



Dean Hendrix
Dean
UTSA Libraries



Sean Kelly
Dean
Honors College



Kendra Ketchum
VP for Information
Management & Tech.



Chad Mahood
Chair
Faculty Senate



Ambika Mathur
Vice Provost & Dean
Graduate Studies



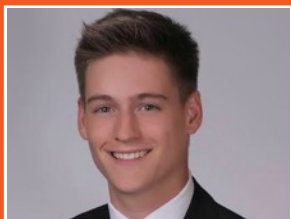
Veronica Mendez
Sr. Vice President
Business Affairs



Lloyd B. Potter
Interim Dean
College of Public Policy



LT Robinson
Sr. Vice Provost
Dean of Students



Jack Rust
President, Student
Government Assoc.



Gerry Sanders
Dean
College of Business



Can Saygin
Sr. Vice Provost
University Planning



John Shaffer
Chair
Staff Council



Heather Shipley
Sr. Vice Provost
Dean, University College



David Silva
Dean
College of Sciences



Johnelle Sparks
Chair, Department
Chairs Council

Academic Council



Kimberly Andrews Espy
Provost & Sr. VP
Academic Affairs



JoAnn Browning
Dean, COE
Interim Dean, CACP



Margo DelliCarpini
Dean, COEHD
Vice Prov, Ed. Partnerships



Rhonda M. Gonzales
Interim Dean, College of
Liberal and Fine Arts



Dean Hendrix
Dean
UTSA Libraries



Sean Kelly
Dean
Honors College



Ambika Mathur
Vice Provost & Dean
Graduate Studies



Lloyd B. Potter
Interim Dean
College of Public Policy



Gerry Sanders
Dean
College of Business



David Silva
Dean
College of Sciences



Bernard Arulanandam
Interim VP
REDKE



Lynn Barnes Jr.
Sr. Vice Provost
Strategic Enrollment



Lisa Montoya
Vice Provost
Global Initiatives



LT Robinson
Sr. Vice Provost
Dean of Students



Can Saygin
Sr. Vice Provost
University Planning



Heather Shipley
Sr. Vice Provost
Dean, University College



Gordon Taylor
Vice Provost
Academic Finance



Melissa Vito
Interim Vice Provost
Academic Innovation



Tammy Wyatt
Vice Provost
Student Success

Space Planning Principles

- Promote the academic, research and service missions of the University through rigorous analysis of existing space and by creating new space that is flexible and adaptable to serve university needs
- **Promote efficient and collaborative** use of space through the consistent application of University standards that enables university growth and minimizes capital investment
- Seek to **consolidate functions in single locations and create synergy and alignment for collaboration** among individuals and units through adjacency of assignment that best implements the long term vision of the University and its units

Space & Planning Advisory Committee (SPAC)



Kimberly Andrews Espy
Provost & Sr. VP
Academic Affairs



Veronica Mendez
Sr. Vice President
Business Affairs



Gerry Sanders
Dean
College of Business



Margo DelliCarpini
Dean, COEHD
Vice Prov, Ed. Partnerships



JoAnn Browning
Dean, COE
Interim Dean, CACP



Rhonda M. Gonzales
Interim Dean, College of
Liberal and Fine Arts



Lloyd B. Potter
Interim Dean
College of Public Policy



David Silva
Dean
College of Sciences



Sean Kelly
Dean
Honors College



Heather Shipley
Sr. Vice Provost
Dean, University College



Dean Hendrix
Dean
UTSA Libraries



Michelle Stevenson
Associate VP
Research Integrity



Patrick Grant
Athletics representative



Chad Mahood
Chair
Faculty Senate



Kevin Price
Sr. Associate VP Campus
Services



Paul Goodman
Interim Assoc VP
Facilities

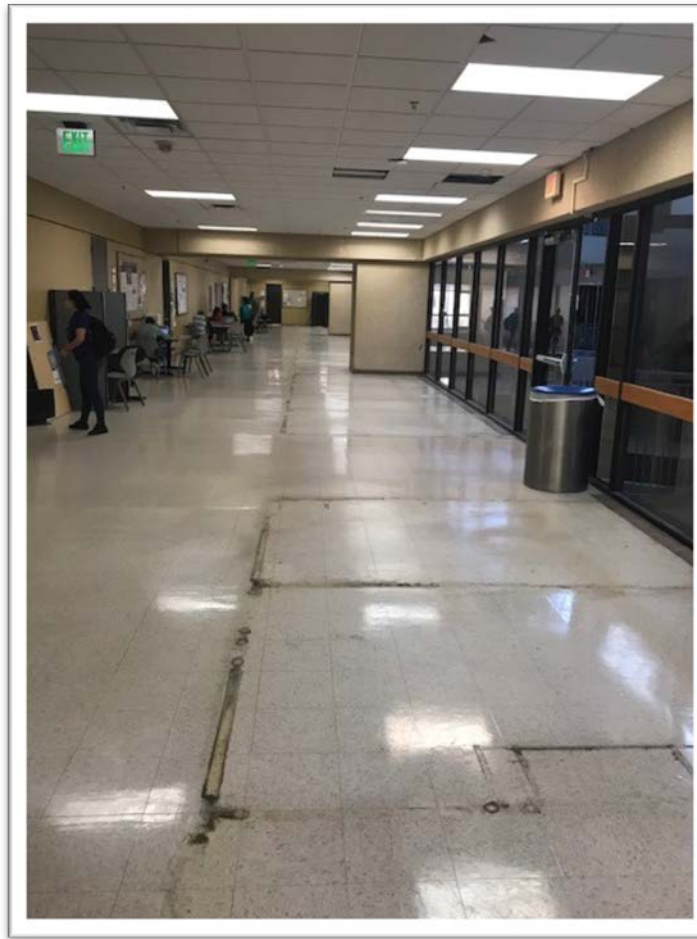


Ben Perry
Assist. VP Facilities Planning
University Architect



Michael Rodriguez
Associate Director
Space Management

Student Collaboration Space in the Flawn Building



Lecture Hall Renovations



Incentivized Resource Management

UTSA IRM Budget
Model
FY 2020 Annual Budget

www.utsa.edu/irm



UTSA'S 10-YEAR

Destinations

A model for
student success

A great public research
university

An exemplar for
**strategic growth and
innovative excellence**

Key Performance Indicators

1

Student
Success

Top 25% of
Freshmen
Class

Student
Faculty Ratio

4 & 6 Year
Graduation
Rates

First-Year
Retention

Undergrad
Degrees
Awarded

Student Debt

2

Research

Restricted &
Total
Research
Expenditures

Ph.D.
Degrees
Awarded

External Review
of Faculty in
Ph.D. Programs

Faculty
Awards

Faculty in
National
Academies

MS Degrees
Awarded

Strategic
Partnerships

3

Growth &
Innovative
Excellence

Endowment

Annual Giving

Endowed
Chairs

Number of
Faculty

Total
Enrollment

New
Construction

Bond Rating

Admin.
Cost

10 Aspirant Peer Models of Excellence



UC SANTA CRUZ



UTSA moving forward

2018	2028
32,000	>45,000
Students	

2018	2028
1,300	>2,000
Faculty	

2018	2028
\$164M	>\$400M
Endowment	

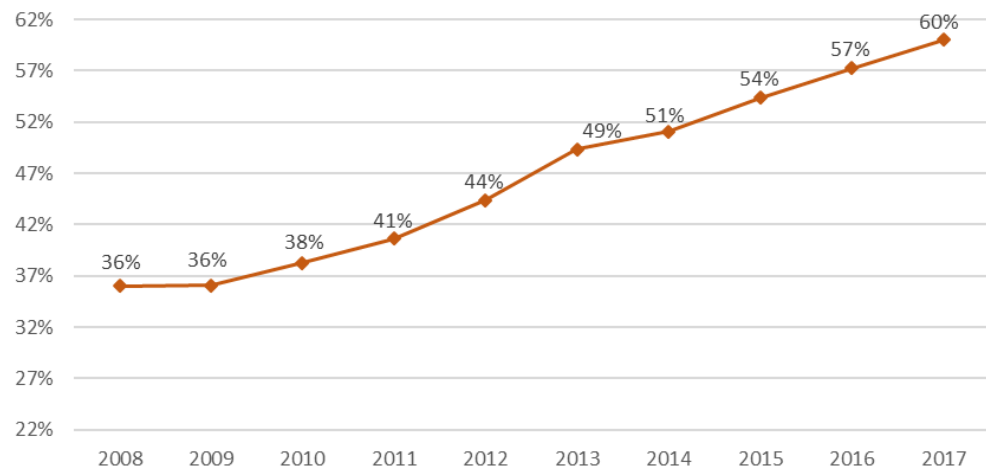
2018	2023
73.4%	>85%
First-year retention rate	

2018	2023
39.6%	>60%
Six-year graduation rate	

2018	2028
\$69.6M	>\$300M
Annual research expenditures	

UTSA KPI's => Annualized Targets

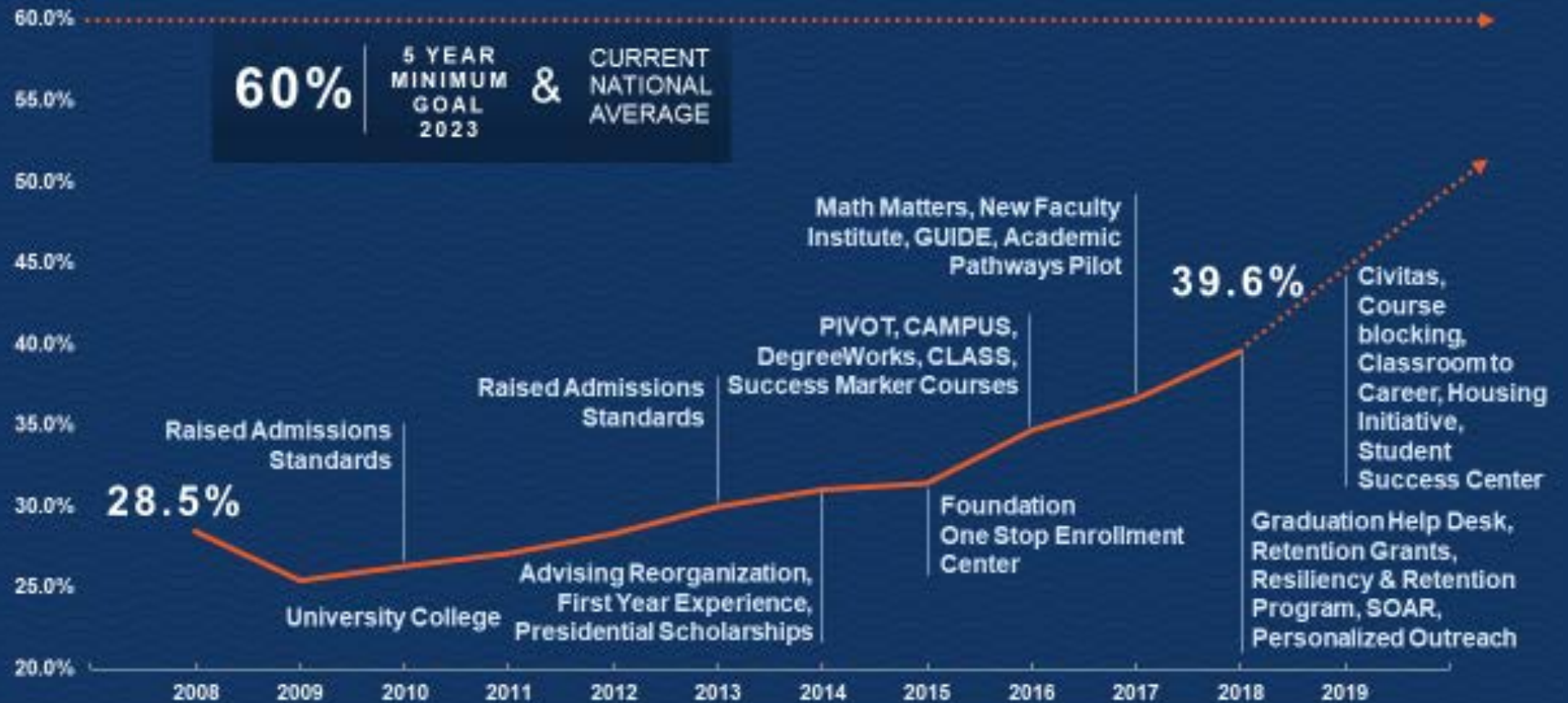
UTSA 6-yr Graduation Rate



Graduation Yr Cohort Yr	TARGETED Number Graduated									
	2014 2008	2015 2009	2016 2010	2017 2011	2018 2012	2019 2013	2020 2014	2021 2015	2022 2016	2023 2017
COACP	71	46	61	60	4540	72	50	66	57	
COB	243	189	249	297	216412	356	465	463	511	
COEHD	116	124	152	156	149136	256	313	271	331	
COE	117	95	137	172	152138	281	317	319	366	
COLFA	199	188	211	242	276170	318	442	397	487	
COPP	15	27	40	39	4141	70	67	61	66	
COS	224	253	331	328	338296	605	594	620	736	
UC	300	288	347	340	39592	218	146	118	147	
Total	1285	1210	1528	1634	1612	1325	2176	2394	2315	2701

STUDENT
 SUCCESS

Six-Year Graduation Rates



Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

VPs
 Deans
 Vice Provosts
 Annual
 Work Plans



Incentivized Resource Management (IRM) Model Rationale

- Connection and alignment of institutional KPIs/goals, academic planning and financial management
- Unlocks entrepreneurial spirit and ownership of resource development through unit activities
- Clear path and formal communication that links central investments to university-wide strategic priorities
- Broader scope for stakeholder groups to inform budgetary decisions in a coordinated way
- Systematic data-driven review of unit-level performance
- Longer term outlook that plans for the next three to five years

IRM Budget Model Overview



IRM Goals

- Align resources with institutional priorities
- Support the decision-making process with reliable data and analysis
- Improve budget transparency
- Incentive revenue growth and cost effectiveness
- Improve fiscal accountability and management of resources
- Evaluate the budget process periodically and adjust as necessary
- Develop a budget model that promotes clarity and understanding for academic and administrative leaders with financial responsibilities

IRM Development Timeline Review - Highlights

2017

Fall Financial Diagnostics and assessment of existing budget model and financial reviews of the institution

Finance and Budget Modeling Task Force created a set of guiding principles

2018

January: Financial Modeling Began using FY 2017 Actuals and a Pro Forma Budget Tool was built

April: Stakeholder engagement began

December: Restatement of FY 2019 Annual Operating Budget into IRM Format

2019

February: Began planning for the IRM implementation with reviews of prior model decisions, relevant activity drivers and the impacts of recent organizational changes. Meetings were conducted with colleges, auxiliaries and support units

Spring: Developed FY2020 Annual Operating Budget for UT System and Submitted for BOR Approval

August: IRM FY2020 Operating Budget Information shared with all units

IRM Implementation Process

April - August

Approximately 90 engagements

Work sessions, Meetings and Presentations

- College Deans
- Department Chairs
- College Financial Leads
- Vice Presidents
- Associate/Assistant Vice Presidents
- Directors
- Academic Support Financial Leads
- Auxiliary Financial Leads
- Administrative Support Financial Leads
- Student Government Association
- Faculty Senate
- Staff Council

IRM Base Year (FY20) is LIVE!!

Revenue Units

Revenue units have been organized into two categories: Academic Units and Auxiliary Units.

Revenue Units (Academic and Auxiliary)

- Able to influence revenue generation (either directly generated or allocated, i.e., tuition)
- Cover direct costs with generated revenue
- Fully-allocated share of central support costs
- Accountable for performance, retaining both surpluses and losses
- Contribute a portion of earned revenue to a “Strategic Investment Fund” (Participation Fee)
- Able to influence decisions regarding support costs through governance structure

Revenue Units	
Academic Units	
<ul style="list-style-type: none"> ▪ College of Architecture, Construction, and Planning ▪ College of Business ▪ College of Education and Human Development ▪ College of Engineering ▪ College of Liberal and Fine Arts ▪ College of Public Policy ▪ College of Sciences ▪ University College 	
Auxiliary Units	
<ul style="list-style-type: none"> ▪ Athletics ▪ Bookstore ▪ Campus Recreation ▪ Child Development Center ▪ Food Services ▪ Housing Services 	<ul style="list-style-type: none"> ▪ Parking ▪ Student Health Services ▪ Student Union ▪ Transportation ▪ UTSA Card

Revenue Unit – Sharing of Revenue Generated

Revenue Source	Allocation Basis
Tuition and Course Fees	
66% to College of instruction (COI)	WSCH
34% to College of record (COR)	SCH
Differential Tuition	Direct, College of Record
Graduate Incremental Tuition	SCH, College of Record
Course, Lab and Optional Fees	Direct, College of Record
State Appropriations from Formula	
66% Instruction/Operations Portion	WSCH
34% Instruction/Operations Portion	Total External Research Expenditures

Support Units

Support units have been organized into two categories. **Academic Support** units provide support and services to academic colleges; **Administrative Support** units provide support and services to both Academic and Auxiliary units.

Support Units (Academic and Administrative)

- Limited-to-no ability to influence revenue
- Provide services and support to Academic Revenue Units and Auxiliary Revenue Units
- Accountable for support service levels relative to investment
- Use benchmarking and performance as evaluation tools
- Accountable for efficiency and operational effectiveness
- Receive no allocation of central costs
- Costs are allocated out to revenue units

Support Units
Academic Support
<ul style="list-style-type: none"> ▪ Academic Affairs <ul style="list-style-type: none"> Strategic Enrollment, Student Success, Student Life, Honors, Academic Innovation, Libraries, Academic Success, Global Initiatives, University Planning, Graduate School, Strategic Education Partnerships ▪ Inclusive Excellence ▪ Research Administration
Administrative Support
<ul style="list-style-type: none"> ▪ Business Affairs <ul style="list-style-type: none"> Financial Affairs, Human Resources, Facilities, Public Safety, Budget Office, Business Information Systems, Purchasing, Business Contracts ▪ External Relations ▪ Information Management & Technology ▪ President's Division

Support Unit Cost Allocation Drivers

Administrative Support Costs are allocated to all IRM Revenue Units, which includes Academic Colleges and Auxiliary Units.

Academic Support Costs are allocated only to the Academic Colleges.

Administrative Support Unit	Activity Driver
Business Affairs	Direct Expense
Distribution Services	Direct Expense
External Relations	Direct Expense
Facilities Planning & Admin	Square footage
Human Resources	Employee Headcount
Information Mgt Technology	Total Headcount
President's Division	Direct Expense
Public Safety	Total Headcount

Academic Support Unit	Activity Driver
Academic Innovation	Student FTE
Career Engaged Learning	UG Student FTE
Education Partnerships	UG Student FTE
Faculty Success	Faculty FTE
Global Initiatives	Student FTE
Graduate School	Student FTE
Honors College	Student FTE
Inclusive Excellence	Student FTE
Libraries	Faculty & Student FTE
SVPA	Faculty & Student FTE
Research	Sponsored Programs Expenses
Strategic Enrollment	UG Student FTE
Student Life	Student FTE
Student Success	Student FTE
Undergraduate Studies	UG Student FTE
University Planning	Faculty & Student FTE

Support Unit Allocation Methodology

Net academic and administrative support costs are allocated out to revenue-generating units in their pro-rata share of appropriate activity drivers.

Net expenditures are allocated out to the Revenue Units

- Revenues less Expenses = Net Expenditures
- For example: Administrative Support Unit XYZ costs \$2M or Academic Support Unit JKL generates \$1M in fee revenues, has a total expenses of \$3M, so \$2M net is allocated;
 - the \$2M cost of Administrative Support Unit XYZ is allocated out to the Academic Colleges and Auxilliaries based on their proportional share of the expense driver
 - For the \$2M cost of Academic Support Unit JKL costs, College A comprises 20% of the total UTSA UG Student FTE, 20% of net \$2M = \$400,000 expense for Academic Support Unit XYZ allocated to College A

Who Receives Revenues? Who Pays Expenses?

Revenue units receive the revenues that they have generated and pay for their portion of support unit costs.

Revenue or Expense Items	Academic Colleges	Auxiliary Units	Academic Support Units	Admin Support Units
Revenue:				
Tuition	✓	-	-	-
Student Fees	✓	✓	✓	✓
State Appropriation	✓	-	-	-
Sponsored Research and F&A	✓	-	-	-^
Gifts	✓	✓	✓	✓
Other Revenue ("Sales & Services")	✓	✓	✓	✓
Expenses:				
Administrative Support Unit Costs	✓	✓	-	-
Academic Support Unit Costs	✓	-	-	-
Direct Expenses	✓	✓	✓	✓
Other:				
Eligible for Strategic Investment Funding	✓	✓	✓	✓
Strategic Investment Participation Fee	✓	✓	✓	✓

* OVPR receives a portion of F&A based on current MOU

Strategic Investment Fund

Strategic Investment Fund composed of two parts:

1. Common Strategic Investment Fund (“CSIF”)

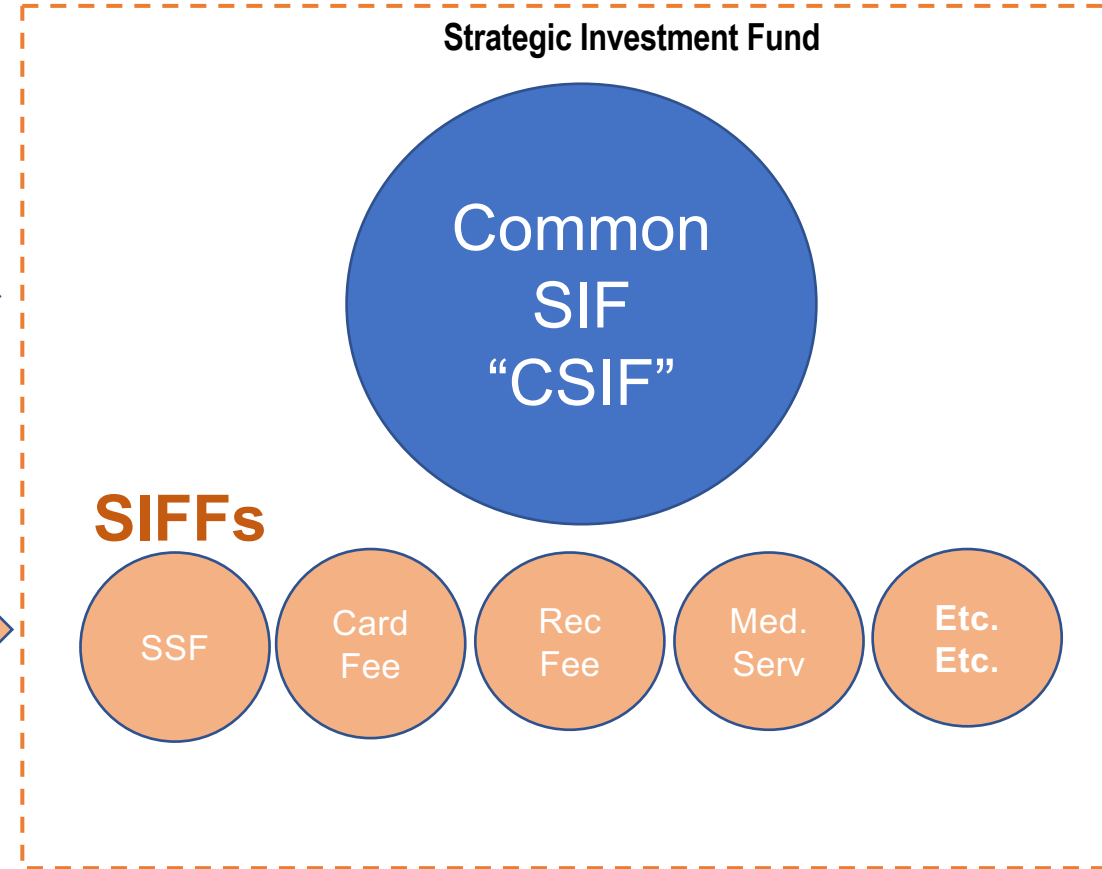
Fee assessed on unrestricted revenues: Net Tuition Revenue, State Appropriations, Sales & Services, Other Revenue

14% Participation Fee

2. Strategic Investment Fee Fund (“SIFF”)

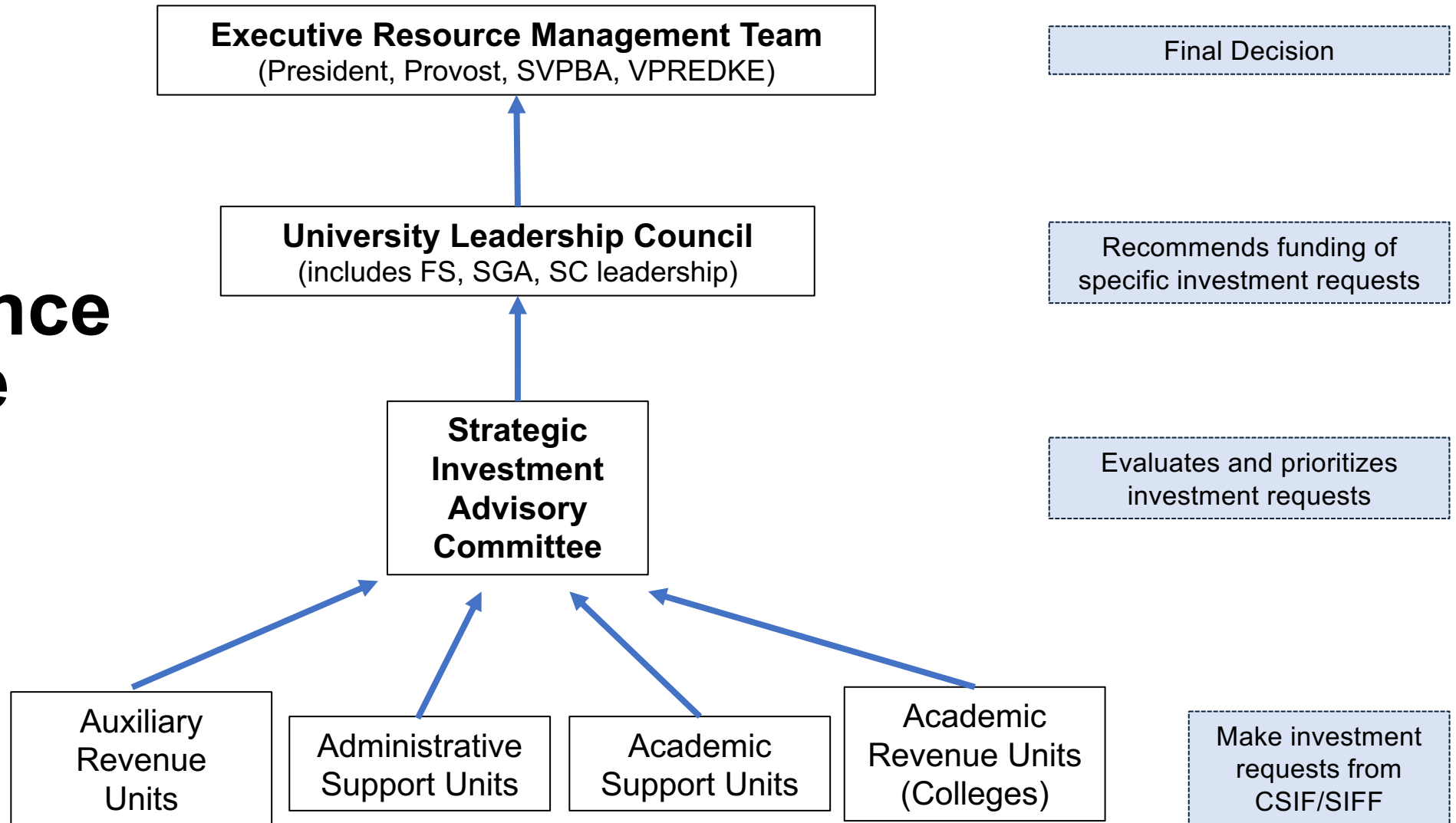
Mandatory Fees, e.g., Student Services Fee, UTSA Card Fee, Medical Services Fee, Rec Center Fee. Non-institutional program and course fees allocated directly.

5% Participation Fee



Mandatory Fee funds will not be comingled with the rest of the Strategic Investment Fund dollars, but segregated, with final authority on spend within the purpose as designated by the statutory language.

IRM Governance Structure



Committee Membership

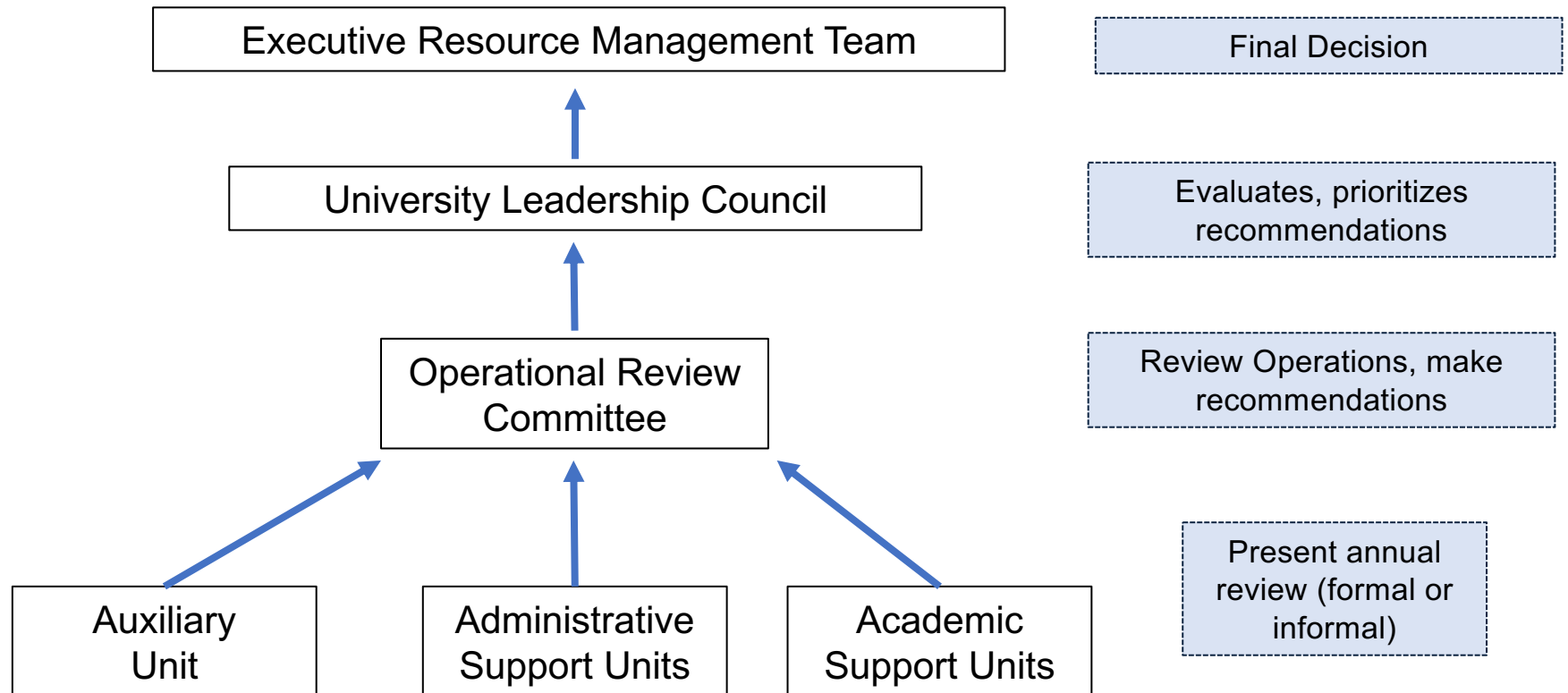
The Strategic Investment Advisory Committee will be made up of the following members:

Strategic Investment Advisory Committee

- 1 Academic College Deans
- 1 Academic College Department Chairs
- 1 Academic College Center or Institute Director
- 1 Academic Support Unit Representative
- 1 Faculty Senate Delegate
- 1 Staff Council Representative
- 1 Student Government Member
- 1 Auxiliary Representative
- 1 Admin Support Representative
- 1 Space Committee Representative

Operational Review Process

Auxiliary Units, Administrative Support Units, and Academic Support Units will submit formal or informal reviews each year to the “Operational Review Committee,” which will review and make recommendations to the Executive IRM Resource Management Team.



Operational Goals & Review Reports

On a rotating basis, the Committee will review prior year performance, current year operations and budget requests. A forum is provided for support units to lead an evidence-based conversation with central leadership on issues important to the unit. Operational review reports should include several components.

Component	Illustrative Support Elements
Self-assessment of unit operations, internal policies, processes and priorities, as well as its impact on strategy and tactics	<ul style="list-style-type: none"> ▪ SWOT and benchmark analysis ▪ Workplace or customer survey results
Prior year performance and contribution to UTSA's mission and strategic priorities	<ul style="list-style-type: none"> ▪ Statement of activities and metric dashboard ▪ Impact of prior year one-time funds (if any)
Performance improvement plan.	<ul style="list-style-type: none"> ▪ Process, systems and staff improvements plans ▪ Proposed policies, programs, etc.
Resource management (budget performance and investment needs)	<ul style="list-style-type: none"> ▪ Budget performance reports ▪ Demonstrate how investments improve service or creates efficiencies
<p><i>Support units that do not meet the Committee in a given year will be responsible for submitting a streamlined report to the Committee.</i></p>	

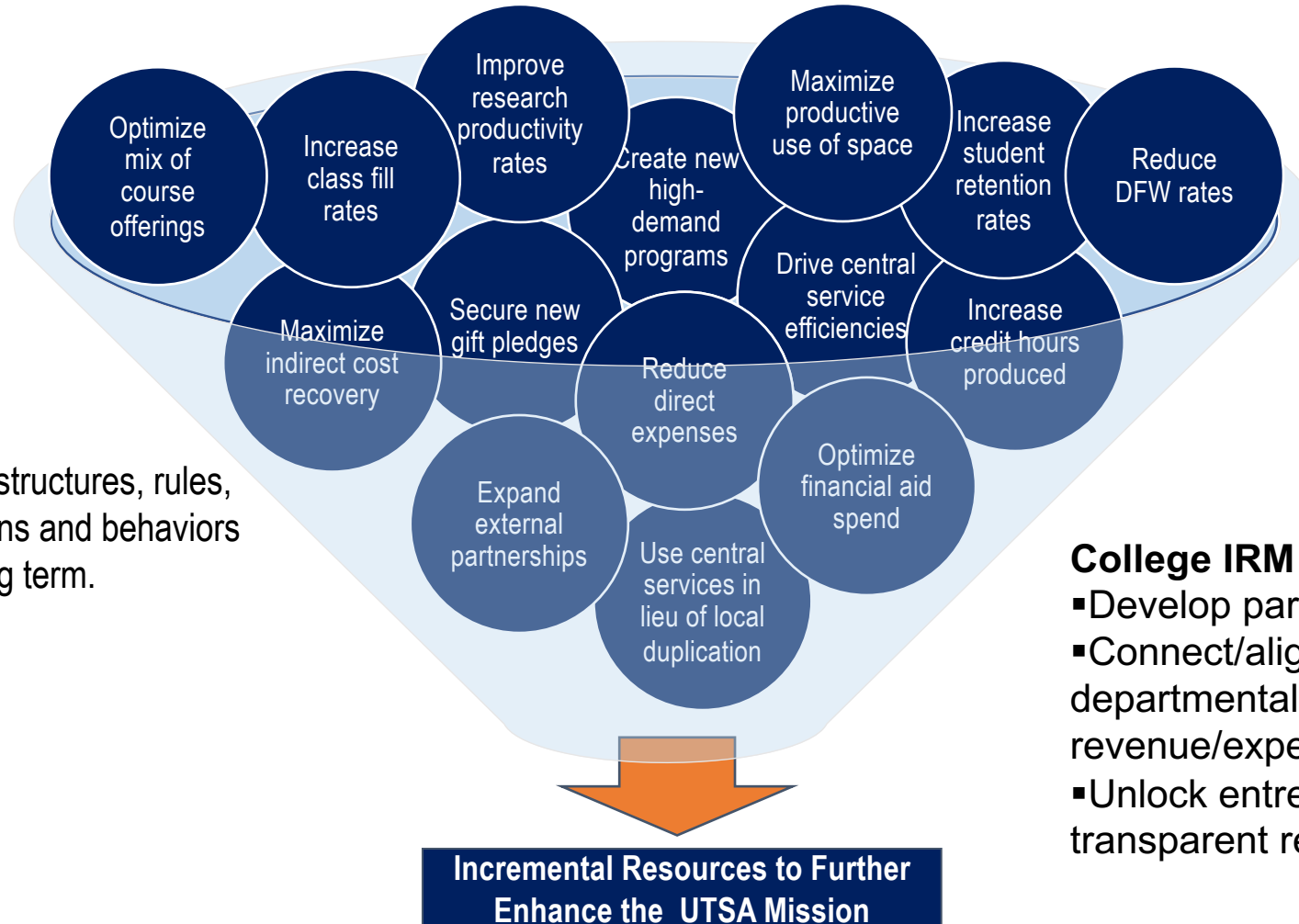
Committee Membership

The Operational Review Committees will be made up of the following members:

Operational Review Committee

- 2 Academic College Deans
- 2 Academic College Department Chairs
- 1 Academic College Business Officer
- 1 Academic College Center or Institute Representative
- 1 Academic Support Unit Representative
- 1 Faculty Senate Delegate
- 1 Auxiliary Representative
- 1 Admin Support Representative
- 1 Space Committee Representative

Up next: Generating New Resources, College:Department planning



The IRM model creates a set of structures, rules, and incentives to prompt decisions and behaviors that can yield new resources long term.

College IRM Implementation Plan

- Develop participatory process
- Connect/align college KPIs/action plans, departmental program planning and IRM revenue/expense drivers
- Unlock entrepreneurial spirit through transparent revenue/expense sharing

Scenario Planning Tools

Scenario planning tools have been developed to facilitate planning consistent with the IRM methodology.

Resource sessions are being scheduled.

Scenario Planning: Incremental Metrics Inputs		Estimated Incremental Revenue & Expense Impacts		FY 20 Estimated Revenue & Expense Per Unit Change			
Undergraduate Tuition Allocation Drivers Undergraduate WSCH 0 Credit Hours College of Record - Resident SCH 0 Credit Hours College of Record - Non-Resident SCH 0 Credit Hours % of COR SCH Instructed in the College 0.00% Percentage		Undergraduate Tuition - WSCH \$ - Undergraduate Resident Tuition - College of Record \$ - Undergraduate Non-Resident Tuition - College of Record \$ - Undergraduate Non-Resident Tuition - Premium \$ - Differential Tuition \$ - Total Incremental Undergraduate SCH Tuition Revenue \$ -		Undergraduate Tuition Allocation Drivers Undergraduate COI WSCH 1,222,606 \$ 87,702,385 \$ 71.73 Resident SCH - College of Record 708,754 \$ 44,362,112 \$ 62.59 Non-Resident SCH - College of Record 12,851 \$ 804,270 \$ 62.58 Non-Resident SCH - Premium 12,851 \$ 5,380,996 \$ 418.72			
Graduate Tuition Allocation Drivers Graduate WSCH 0 Credit Hours College of Record - Resident SCH 0 Credit Hours College of Record - Non-Resident SCH 0 Credit Hours % of COR SCH Instructed in the College 0.00% Percentage		Graduate Tuition - WSCH \$ - Graduate Resident Tuition - College of Record \$ - Graduate Non-Resident Tuition - College of Record \$ - Graduate Resident Incremental Tuition \$ - Total Incremental Graduate SCH Tuition Revenue \$ -		Graduate Tuition Allocation Drivers Graduate COI WSCH 427,940 \$ 11,401,933 \$ 26.64 Resident SCH - College of Record 67,075 \$ 5,419,415 \$ 80.80 Non-Resident SCH - College of Record 2,292 \$ 454,308 \$ 198.21 Graduate Incremental Tuition - Resident 67,075 \$ 3,363,791 \$ 50.15 Graduate Incremental Tuition - Non-Resident 2,292 \$ 775,241 \$ 338.24			
Support Unit Expense Allocation Drivers Employee Headcount 0.00 EMPLHC Student Headcount 0.00 SHC Employee + Student Headcount 0.00 THC Faculty FTE 0.00 FFTE UG Credit Hours Instructed per FTE 30 Credit Hours Graduate Credit Hours Instructed per FTE 18 Credit Hours Undergraduate Student FTE 0.00 UGFTE Graduate Student FTE 0.00 GFTE Student FTE 0.00 SFTE Faculty FTE + Student FTE 0.00 FAC-S-FTE Net Assignable Square Footage 0 SQFT		State Appropriations - Instruction (WSCH) \$ - State Appropriations - Research \$ - Total Incremental State Appropriations Revenue \$ -		State Appropriations State Appropriations - Instruction (WSCH) 1,650,546 \$ 53,543,879 \$ 32.44 State Appropriations - Research 42,661,778 \$ 27,583,200 \$ 0.65			
Scenario Planning: Direct Incremental Revenue Inputs Incidental Student Fees \$ - Dollars Differential Tuition \$ - Dollars Sponsored Research \$ - Dollars Sponsored Research F&A \$ - Dollars Direct Endowment Distributions \$ - Dollars Gift Contributions for Operations \$ - Dollars Sales & Services \$ - Dollars State Agency Transfer In \$ - Dollars Other Operating Revenue \$ - Dollars Total Direct Incremental Revenue \$ - Dollars		Academic Affairs - Student FTE (SFTE) \$ - Academic Affairs - Undergraduate Student FTE (UGFTE) \$ - Student Headcount (SHC) \$ - Academic Affairs - Faculty + Student FTE (FAC-S-FTE) \$ - Academic Affairs - Sponsored Research (S-RESS) \$ - Total Incremental Academic Support Expenses \$ -		Academic Support Student FTE (SFTE) 25,677 \$ 9,904,110 \$ 385.72 Undergraduate Student FTE (UGFTE) 23,077 \$ 7,818,301 \$ 338.79 Student Headcount (SHC) 31,865 \$ 2,110,186 \$ 66.22 Faculty + Student FTE (FAC-S-FTE) 26,517 \$ 4,774,184 \$ 180.04 Sponsored Programs Expenses (S-RESS) 39,216,000 \$ 11,507,363 \$ 0.293			
Scenario Planning: Direct Incremental Expense Inputs Personnel Expenses with Benefits \$ - Dollars Non-Personnel M&O Expenses \$ - Dollars Sponsored Research \$ - Dollars Sponsored Research F&A \$ - Dollars Direct Endowment Distributions \$ - Dollars Gift Contributions for Operations \$ - Dollars Other Operating Expense \$ - Dollars Total Incremental Direct Expenses \$ - D-EX		Administrative Support - Direct Expenses (D-EX) \$ - Administrative Support - Net Assignable Square Footage (SQFT) \$ - Administrative Support - Employee Headcount (EMPLHC) \$ - Administrative Support - Total Headcount (THC) \$ - Total Incremental Administrative Support Expenses \$ -		Administrative Support Direct Expenses (D-EX) 236,583,519 \$ 22,061,745 \$ 0.093 Net Assignable Square Footage (SQFT) 1,654,007 \$ 29,092,908 \$ 17.59 Employee Headcount (EMPLHC) 1,665 \$ 3,450,880 \$ 2,072.60 Total Headcount (THC) 33,530 \$ 29,134,621 \$ 868.91			
		Total Incremental Revenue \$ - Total Incremental Expenses \$ - Participation Fee (14%)* \$ - Net Impact \$ -					

* Participation fee calculated on total net tuition, state appropriations, F&A allocation, sales & services and other operating revenue

Faculty Strategic Hiring and Success



72 New UTSA Full-Time Faculty for FY20



52

Tenured/tenure-track

20

Non-tenure-track



71%

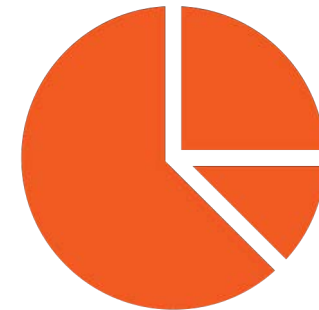
R1 universities

35%

AAU universities

15%

International universities



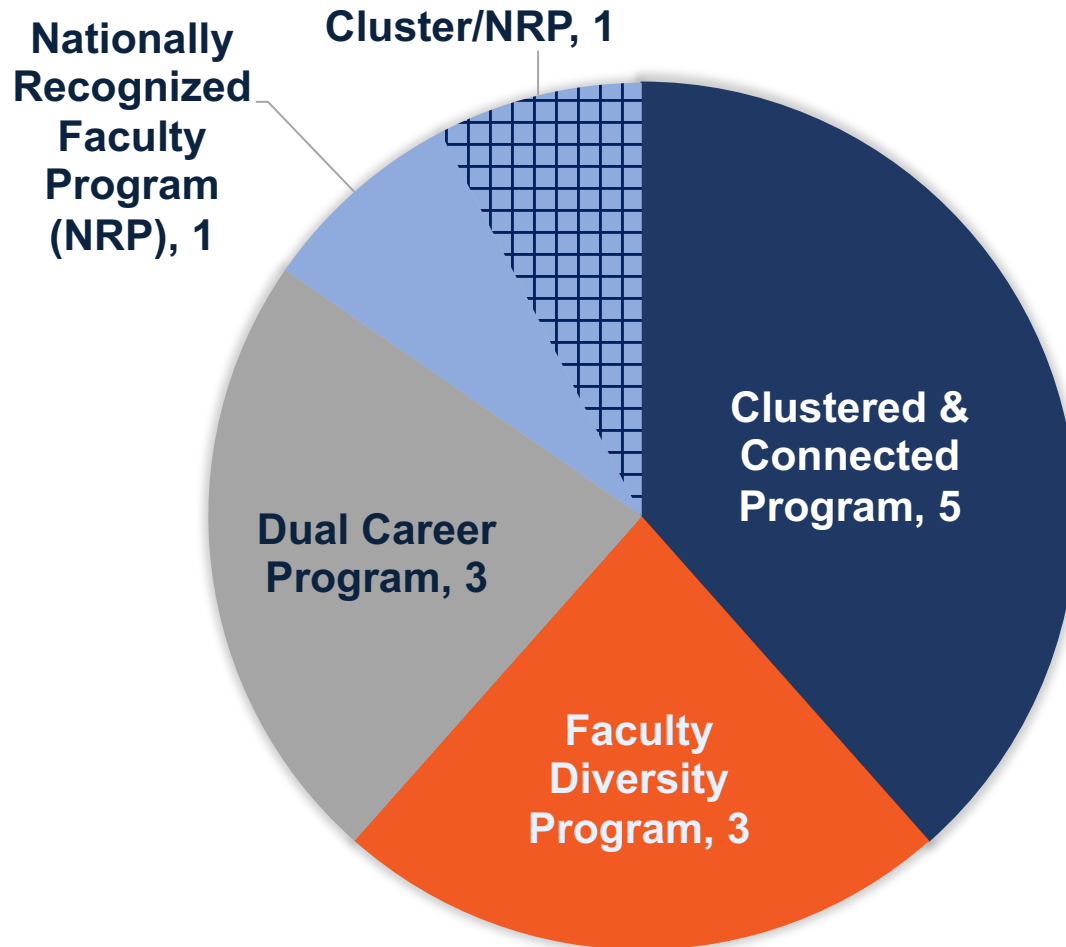
21%

New T/TT faculty who identify as underrepresented minority

5%

Increase in those who identify as Hispanic

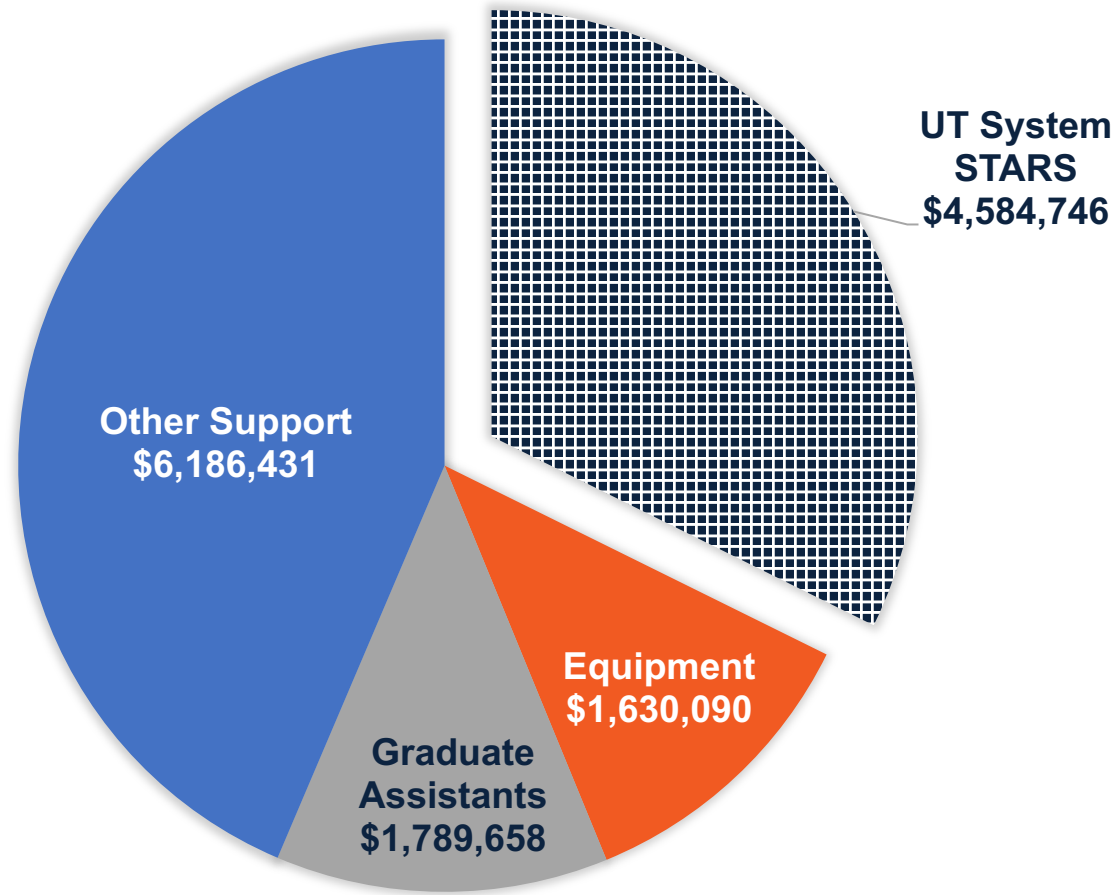
Strategic Hiring Initiative



32 faculty elected the
Voluntary Separation
Incentive Program

Start-Up Support for Fall 19 Faculty

Over 3 year period



Approved Cluster Searches



Artificial Intelligence

Two positions:

- Psychology
- Open department



Social & Environmental Challenges in Latin America

Three positions:

- Modern Languages/Art History
- Environmental Engineering
- Anthropology
- Geological Sciences



Human Performance

Three positions:

- Kinesiology
- Psychology/Kinesiology
- Biomedical Engineering



Virtual & Augmented Reality

Three positions:

- Electrical & Computer Engineering/Computer Science
- Interdisciplinary Learning & Teaching/TBD
- Open department



Quantum Information Science

Three positions:

- All open department

Faculty Recruitment Portal

120

T/TT position requests submitted to Deans for review/approval to search

60

new positions reviewed, prioritized and approved by Provost

96

requests reviewed, prioritized and approved by College for Academic Affairs review

+11

new positions through Clustered & Connected SHI program

= **71** new T/TT positions released to FY20 search

Updated T/TT Faculty Recruitment Process

Goal: to create inclusive and diverse faculty recruitment practices

Identify Search Committee

- Chair submits search committee for approval by Dean
- Min. 3 T/TT faculty members
- At least 1 member should be URM or a woman, whenever possible
- At least 1 member from another dept. or external subject matter expert
- The Committee Chair role includes Diversity Advocate

The Diversity Advocate serves as the “Inclusivity” hiring expert charged with facilitating the incorporation of the inclusivity hiring guidelines in the faculty search process.



Develop Recruitment Plan

- **Stage 1 (Chair, Dean, and Academic Affairs)**
 - Schedule for the search process
 - Proposed advertisement plan (IE now will place ads in diversity oriented venues)
 - Job description which includes inclusive excellence language and applicants provide a research and teaching statement, which includes discussion on the role diversity and inclusion plays in an academic environment.
- **Stage 2 (Chair and Dean)**
 - Review matrix for candidates
 - Screening interview questions including a question on diversity



Conduct Interviews

- Video/Phone interviews are required and interviewees must include at least 1 URM and a woman candidate
- On-campus interviewees must include at least 1 URM or a woman candidate
- On-campus candidates have the opportunity to meet with affinity groups and/or Dr. Myron Anderson

Advancing excellence through faculty recruitment

Goal: to create inclusive and diverse faculty recruitment practices

- **UTSA Search Committee Training collaborative between Academic Affairs and Inclusive Excellence**
 - Academic Affairs now covers full recruitment costs (\$2815) for 3 top-notch candidates
 - Inclusive excellence training in all faculty searches
 - Topics: What implicit bias is, how it influences searches, and strategies to reduce implicit bias in searches resulting in talented, diverse, candidate pools
 - Face to face training for search committee chairs and online training for search committee members

Faculty recruitment ... on the horizon

Goal: to create inclusive and diverse faculty recruitment practices



Excelencia's 2019
Creating Hispanic
SERVING Identity
Through Faculty Hiring
Institute



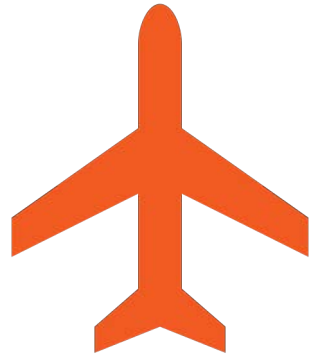
Selected for APLU
IAspire IChange
Program, Cohort 1



Southern Region
Education Board
In partnership with
Inclusive Excellence attend
Institute for Teaching and
Mentoring conference

Advancing UTSA Academic Impact:

FY20 Academic Affairs Faculty Travel Awards



- Increased Academic Affairs funding for faculty travel to \$350k per annum
- Partnering with colleges through matching funding



T/TT faculty
Presenting original
research



NTT/Teaching Intensive
Participating in professional
development to improve
teaching

Graduate Student Success for Faculty Excellence

To support the success of a diverse body of graduate students in the context of recruitment, retention, degree completion and career outcomes.

The initiative will address issues of funding, programs, diversity, data and tracking of outcomes.



UTSA[®]

utsa.edu

Implementation of SPAC space concepts:

Business Affairs – 2,598 square feet

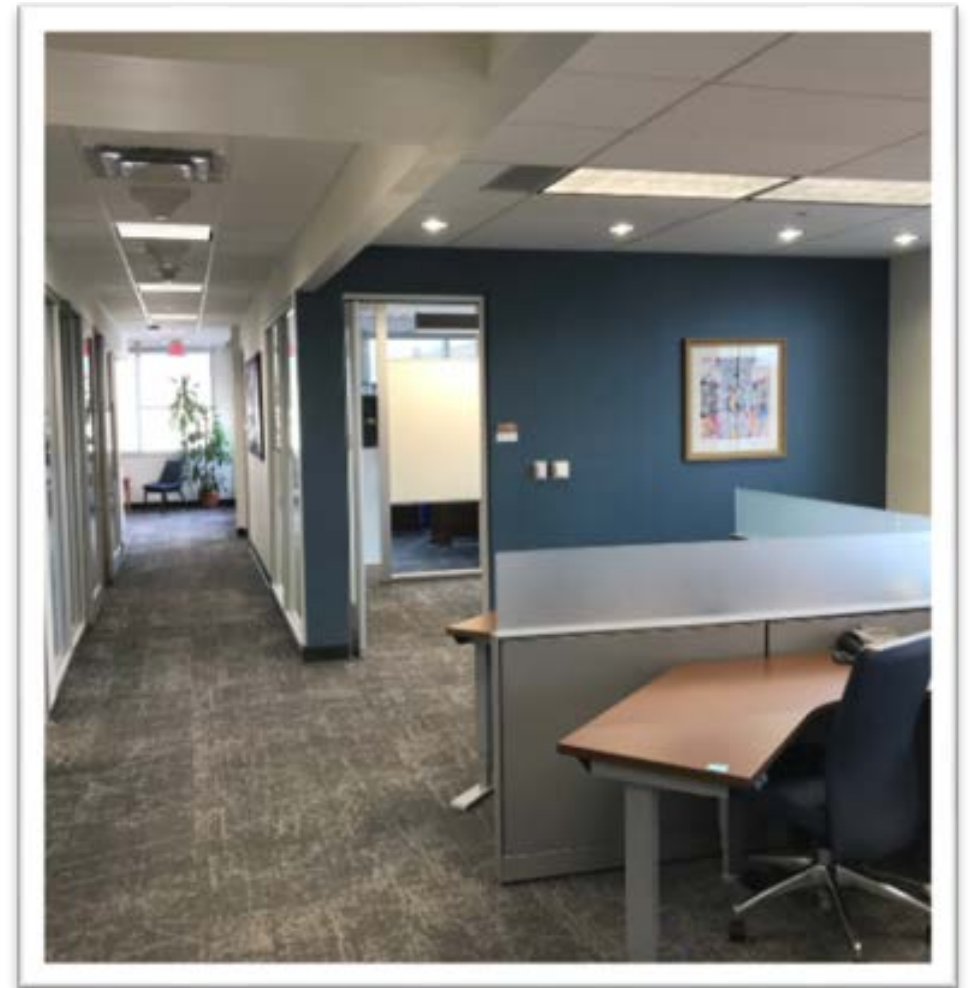
- Enabled relocation of 6 additional staff to accommodate total of 17 staff

Academic Affairs – 3,296 square feet

- Enabled relocation of 13 additional staff to accommodate total of 27 staff

=> Total 1,900 sqft of space saved

=> *Increased collaboration and vibrancy*



Destination #3: Exemplar of Strategic Growth & Innovative Excellence

Recent administrative reorganizations are designed to advance effectiveness

Example: Academic Affairs

- 1) Motivation: Inquiry to Graduation – aligning and connecting student-focused services
 - Eliminated VP layer positions and concentrated leadership in single Dean/Vice Provost existing position
 - Residential Services under VP Student Success to promote retention
- 2) Motivation: Academics @ Our Core
 - Eliminated SVP layer positions, concentrated leadership in single SVP existing position
 - Increased faculty role in academic processes (e.g. P&T, CPE, Endowments)
 - Refocused on mentoring, training, professional development
 - Reformulated New Faculty Academy, new & ongoing sessions for chairs
 - More guidance, templates, faculty and staff oversight to improve consistency
 - Reduce administrative burden through Information systems – hiring portal, workflows



Laurie Lewis
Communication



Erica Sosa
Kinesiology



Emmanuel
Biology