# **Revenue and Support Units**

### **How Does UTSA Use IRM?**

Focused on activity generation, IRM is primarily a resource allocation model. Incentive-based models require that campus units be categorized into two main groups based on their impact on revenue generation and level of financial self-sustainability. Individual units have autonomy, transparency and clear financial data for decision-making.



### **Revenue Units**

### RESPONSIBILITIES

- » Cover direct costs with generated revenue
- » Fully allocated administrative (central) costs
- » Accountable for performance, retaining surpluses and losses
- » Contribute to the Strategic Investment Fund

Campus units identified as revenue units are organized into the following two categories:



# **Support Units**

### **RESPONSIBILITIES**

- » Provide services and/or support to Academic Revenue Units and Auxiliary Units
- » Accountable for support service levels relative to investment (efficiency)
- » Use benchmarking as funding rationale
- » Accountable for fiscal performance
- » Subject to operational reviews
- » Contribute to the Strategic Investment Fund

Support Units net expenditures are paid for by the Revenue Units. Administrative Support Units' net expenditures are allocated to Academic Revenue Units and Auxiliary Revenue Units. Academic Support Units' net expenditures are allocated to Academic Revenue Units. Campus units identified as support units are organized into the following two categories:



# ACADEMIC REVENUE UNITS

- » Carlos Alvarez College of Business
- » College of Education & Human Development
- » Klesse College of Engineering and Integrated Design
- » College for Health, Community and Policy
- » College of Liberal and Fine Arts
- » College of Sciences
- » University College



- » Athletics
- » Campus Recreation
- » Campus Services Bookstore, Vending, Food Services, UTSACard, Parking & Transportation
- » Child Development Center
- » Housing Services
- » Student Health Services
- » Student Union



# ACADEMIC SUPPORT UNITS

### **Academic Affairs**

- » Academic Success
- » Student Success» Student Affairs
- » Strategic
- Enrollment

  » Academic
  Innovations
- » Global Initiatives
- » Graduate & Post-Doctoral Studies
- » All others (including Senior Vice President office)

### Honors College

Library

Research

School of Data Science



# ADMINISTRATIVE SUPPORT UNITS

## **Business Affairs**

- » Financial Affairs
- » Budget & Financial Planning
- » Purchasing
- » Risk & Emergency Management

#### Advancement & Alumni Engagement

- » Alumni Relations
- » Donor Relations

### **Facilities**

Facilities divided into three cost pools; Auxiliaries allocated \$1.1M

# Office of the President

- » Auditing & Consulting
- » Legal Affairs
- » Compliance & Risk

#### People Excellence

- » Talent Cultivation
- EmployeeServices
- Strategic Project Management

### **Public Safety**

- » Campus Police
- » Security Services
- » Behavioral Intervention

#### University Relations

- » Government Relations
- » Communications

### University Technology Solutions

- » Help Desk
- » Enterprise Services
- » Information Technology