

# 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
- » Auxiliaries are subject to operational reviews

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



#### ACADEMIC REVENUE UNITS

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



#### AUXILIARY REVENUE UNITS

- » Athletics
- » Campus Recreation
- » Campus Services – Bookstore, Business, Vending, Food Services, UTSA Card, Parking & Transportation
- » Housing Services
- » Student Health Services
- » Student Union



### 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 SUPPORT UNITS

- Academic Affairs**
  - » 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 Public Health**



#### ADMINISTRATIVE SUPPORT UNITS

- Advancement & Alumni Engagement**
- Business Affairs**
  - » Business Continuity & Emergency Management
- Business Affairs Admin & Ops**
  - » Campus Services
  - » People Excellence
  - » Strategic Services
- Financial Affairs**
  - » Budget & Financial Planning
  - » Controller
  - » Business Contracts
  - » Purchasing
- Institutional Strategic Planning & Compliance Risk Management**
- Office of the President**
- Public Safety**
  - » Campus Police
  - » Security Services
  - » Behavioral Intervention
- Real Estate and Property Management**
  - » Safety & Risk Management
- University Relations**
- University Technology Solutions**
  - » Tech Cafe
  - » Enterprise Services
  - » Information Technology