

UTSA Incentivized Resource Management

Budget Model Overview

Updated March 2024





Introduction and Background

The UTSA Finance and Budget Modeling Task Force was created in the fall of 2017 as a presidential initiative under President Taylor Eighmy, with the charge to create a new budget model based on a set of guiding principles.

More details on the process and testimonials from those involved can be found at utsa.edu/budget/irm/implementation-history/.

Guiding Principles

- » Align resources with institutional priorities and state investment processes.
- » Promote collaboration amongst the colleges, support units and auxiliaries to advance institutional and student success.
- » Support the decision-making process with reliable data and analysis.
- » Improve budget transparency.
- » Incentivize enrollment growth and cost effectiveness while enhancing fiscal accountability and prudent management of resources.
- » Align college opportunities to develop resources for program support and to make “local” decisions that advance their college and students.
- » 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.

Based on that process, UTSA now follows an Incentivized Resource Management (IRM) budget model, a highly customized budgeting approach for the needs of the university. IRM provides increased transparency into budgetary decisions that support the university’s ability to meet its goals. UTSA’s strategic implementation of the IRM model maintains and supports the guiding principles listed above.

This document is designed to provide more detail about how IRM works as a guide for unit leaders, college financial leads and other campus stakeholders who work closely with budgets.

Creating a New Budget Model

A Responsibility Center Management (RCM) budget model approach was compared to our previous incremental based budget model, and a hybrid of RCM was developed with customized incentives for UTSA. This hybrid for UTSA is called Incentivized Resource Management (IRM) Budget Model.

The new budgeting process features significant differences from the legacy process. These differences will enable the university to more effectively plan and manage its resources.

While this model contains structural elements that are unlikely to dramatically change, the task force recognized that as the university continues under an incentive-based model, there will be a need for periodic assessment and future refinements or changes. The new model brings about several improvements in processes related to resource allocations and provides for a better understanding of university financial and budgetary matters that impact core operations.

Former "Incremental" Budget Model	IRM Budget Model
Centrally-driven approach to resource planning that mostly occurs over several months	Alignment of institutional KPIs/goals , academic planning and financial management
Separate set of conversations for academic planning and financial management	Entrepreneurial spirit and ownership of resource development through unit activities
Lack of broad-based communication on the allocation of discretionary funds	Strategic priorities - clear path and formal communication that links central investments to university-wide strategic priorities
Limited formal review of unit-level financial performance	Systemic data-driven review of unit-level performance
Limited scope for stakeholder groups to inform budgetary decisions	Broader scope for stakeholder groups to inform budgetary decisions in a coordinated way
Shorter term outlook that plans for the next year	Longer term outlook that plans for the next 3-5 years

Revenue and Support Units

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 have the ability to influence revenue generation and cover their direct and indirect costs with generated revenue. Revenue units include both academic revenue units, such as the academic colleges, and auxiliary revenue units, such as the bookstore and parking.

All revenue units are responsible for the following:

- » Direct costs
- » Fully allocated administrative (central) costs
- » Fully allocated share of central support costs
- » Fiscal management of changes in net position
- » Contribution to Strategic Investment Fund

Revenue Units	
Academic Units	Auxiliary Units
Carlos Alvarez College of Business	Athletics
College of Education and Human Development	Bookstore
Klesse College of Engineering and Integrated Design	Campus Recreation
College of Liberal and Fine Arts	Child Development Center
College of Health, Community and Policy	Food Services
College of Sciences	Housing Services
University College	Parking
	Student Health Services
	Student Union
	Transportation
	UTSACard
	Campus Services Business
	Vending

Whereas UTSA's colleges were traditionally expected to budget only unrestricted direct expenditures, IRM calls for the colleges to budget for revenues and manage to a bottom line (revenues less expenses). In short, colleges are allocated the revenues that they are responsible for generating.

College deans can grow revenues by utilizing various financial levers, such as:

- » Increase online enrollment
- » Develop stackable certificate programs
- » Increase summer term enrollment
- » Launch market-driven degree programs
- » Increase class fill rates
- » Improve student persistence and retention rates

- » Generate more sponsored research
- » Improve indirect cost recovery rate
- » Attract more non-resident students (net student increase)
- » Implement differential tuition based on market demand
- » Secure new gifts and external sponsorships

Support Units ensure efficiency by providing services or support to academic revenue or auxiliary units. They have limited or no ability to influence revenue. Support units include both academic support units, such as student affairs and the library, and administrative support units such as business affairs and public safety.

All support units are responsible for the following:

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

Support Units	
Academic Support	Administrative Support
<p>Academic Affairs Student Success, Student Affairs, Global Initiatives, Graduate School, Academic Innovations, Academic Success, Strategic Enrollment, All Other (including SVP Office) Honors College</p> <p>Library</p> <p>Research Administration</p> <p>School of Data Science</p> <p>School of Public Health</p>	<p>Business Affairs</p> <p>Advancement and Alumni Engagement</p> <p>Facilities</p> <p>People Excellence</p> <p>University Technology Solutions</p> <p>President's Division</p> <p>Public Safety</p> <p>University Relations</p> <p>Institutional Strategic Planning & Compliance Risk Management</p>

In aggregate, revenue units are responsible for generating enough revenue to cover the costs of the support units. For more information on the Support Allocation Methodology, see the following section.

Support Allocation Methodology

Net academic and administrative support costs are allocated out to revenue generating units by assessing an allocation rate. Support unit allocation rates are determined each year through the IRM governance process in collaboration with senior leadership. For IRM year 2023, the rates were 26.3% for administrative support cost and 12.8% for academic support cost. Academic revenue units will incur the full support cost (for IRMY23: 39.1%) and auxiliary revenue units will only incur the administrative support cost (for IRMY23: 26.3%).

For an academic revenue unit, the revenue that is eligible for support rate is tuition, state appropriation, sales & services, and other revenue. For an auxiliary revenue unit, the revenue that is eligible for support rate is sales & services and other revenue.

Below are some examples of the net expenditure allocation, based on the IRM year 2023 rate.

Net expenditures are allocated out to the revenue units (revenue less expenses = net expenditures).

Example of Academic Support Cost Calculation

- » Only assessed to academic revenue units
- » College A has \$55M in eligible revenue (tuition, state appropriation, sales & services, and other operating revenue)

$\$55M * 12.8\% = \$7.04M$ in academic support cost

Example of Administrative Support Cost Calculation

- » Assessed to both academic & auxiliary revenue units
- » College A has \$55M in eligible revenue (tuition, state appropriation, sales & services, and other operating revenue)

$\$55M * 26.3\% = \$14.5M$ in administrative support cost

- » Auxiliary Unit 1 has \$8M in revenue (sales & service and other operating revenue)

$\$8M * 26.3\% = \$2.1M$ in administrative support cost

Data Input Drivers

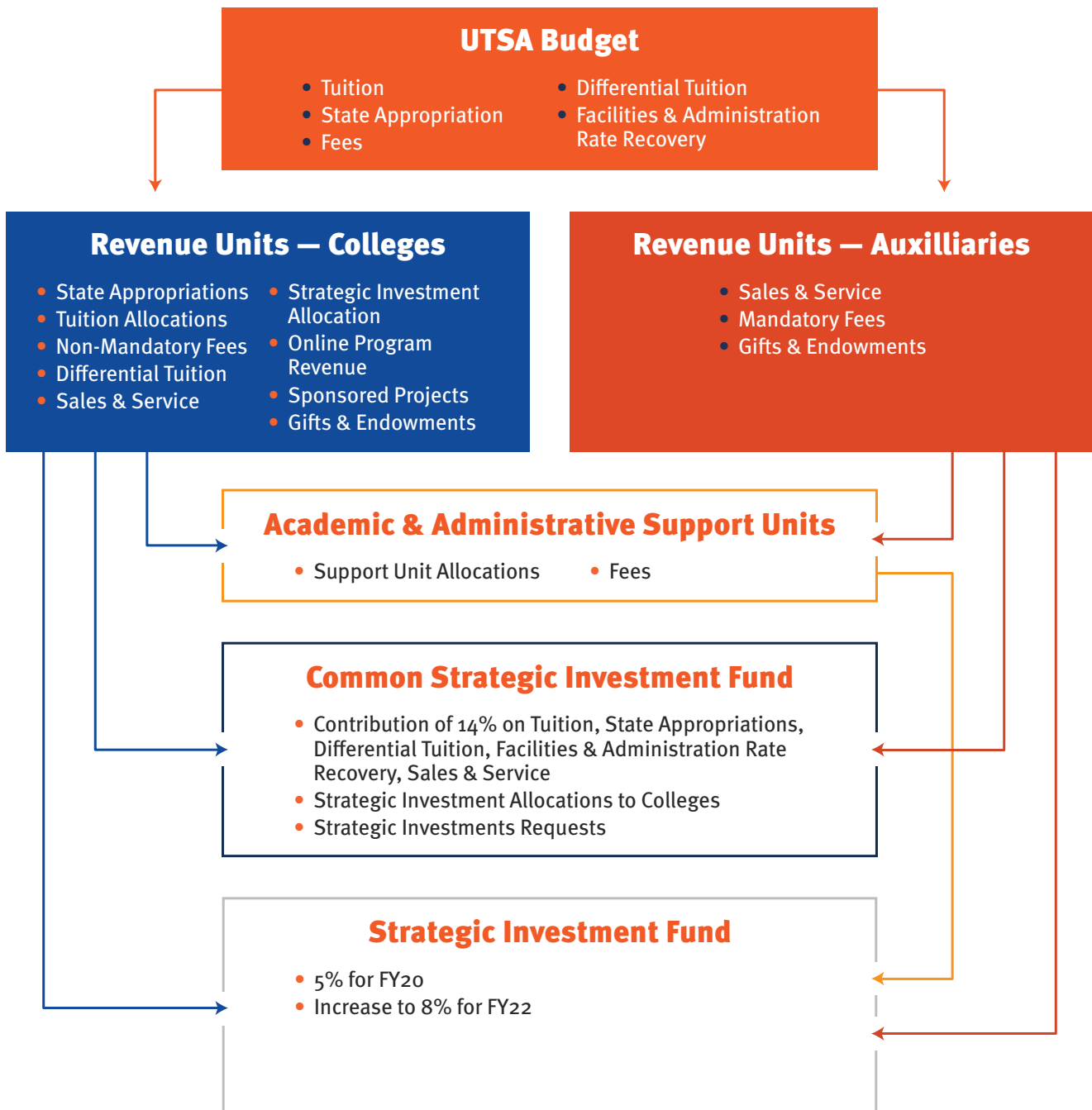
In the IRM model, data input drivers are used to determine how revenue funds flow to revenue units. The use of these drivers is in line with IRM's goals for data-driven decision making and budget transparency.

Below is a list of the input drivers in the IRM model by allocation type.

Source	Allocation Type
Net Tuition	66% WSCH (Weighted Semester Credit Hour) & 34% COR SCH (Semester Credit Hour) [Actuals from Summer, Fall, and Spring Prior to Budget Year] Dollars are net of set asides (i.e, Hazelwood and Financial Aid).
Student Fees (Mandatory)	Direct from units
Student Fees (Incidental)	Direct from units
State Appropriations (set every 2 years, but allocated each year)	66% WSCH
	34% Total External Restricted Research Expenditures
F&A Revenue	Pro-rata share is based on indirect F&A allocation net of direct expense in VPR and debt
Personnel Expenses	Majority is derived directly from the units
Non-Personnel Expenses	Majority is derived directly from the units
Support Unit	Allocation rates for Administrative Support and Academic Support (academic revenue units only) are determined on a yearly basis. Please see section titled "Support Unit Allocation Methodology."

Funds Flow Model

Revenue is based on customized activities, such as credit hours taught. Revenues are allocated to the unit generating those activities. Support units have limited or no ability to influence or earn revenue. They provide services to revenue units, and as such, their net costs are allocated out to revenue generating units.



Model Structure for Revenue and Expense Allocations

The following highlights the structure of how tuition, course fees and formula funding from state appropriations are allocated to the academic revenue units.

Revenue Source	Allocation Basis
Tuition and Course Fees	
66% to College of Instruction (COI)	WSCH (Weighted Semester Credit Hours)
34% to College of Record (COR)	SCH (Semester Credit Hours)
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 Restricted Research Expenditures

Additional detail is provided below related to tuition and state appropriation allocations.

Category	Description
Allocated undergraduate tuition & fees	<ul style="list-style-type: none"> Allocate 66% to academic units based on each unit's share of undergraduate WSCH Allocate 34% to academic units based on each unit's share of undergraduate enrolled credit hours (i.e., College of Record)
Allocated graduate tuition	<ul style="list-style-type: none"> Allocate 66% to academic units based on each unit's share of graduate WSCH Allocate 34% to academic units based on each unit's share of graduate enrolled credit hours (i.e., College of Record) Allocate graduate incremental tuition (GIT) based on graduate College of Record semester credit hours at the rate set by residency status - \$50 per resident graduate SCH, and \$458 per non-resident graduate SCH
Allocated state appropriations	<ul style="list-style-type: none"> Allocable state appropriations include the following sources: Instruction & Operations, Teaching Experience Supplement, and Infrastructure Support Allocate 66% of allocable pool for instruction based on each revenue unit's share of weighted semester credit hours and tenure-track instructed credit hours in proportion to the State's funding formula Allocate 34% of the allocable state appropriations based on each revenue unit's pro-rata share of total external restricted research expenditures.

Overall, the table below reflects how revenue and expenses are allocated or assigned to both revenue and support units. Revenue units receive the revenues that they have generated and pay for their portion of support unit costs.

	Academic Colleges	Auxiliary Units	Academic Support Units	Administrative Support Units
REVENUE				
Tuition	✓	-	-	-
Student Fees	✓	✓	✓	✓
State Appropriation	✓	-	-	-
Sales & Services	✓	✓	✓	✓
Sponsored Research and F&A	✓	-	-*	-*
Gifts	✓	✓	✓	✓
Sponsored Programs	✓	-	✓	✓
Other Revenue	✓	✓	✓	✓
EXPENSES				
Administrative Support Unit Costs	✓	✓	-	-
Academic Support Unit Costs	✓	-	-	-
Direct Expenses	✓	✓	✓	✓
OTHER				
Eligible for Strategic Investment Allocation	✓	✓	✓	✓
Strategic Investment Contribution	✓	✓	✓	✓

*Not all Academic & Administrative Support Units receive F&A. VPREDKE receives a portion of F&A based on MOU

Strategic Investment Fund

There are 2 types of strategic funding, the Common Strategic Investment fund (CSIF) and the Strategic Investment Fee Fund (SIFF).

The Strategic Investment Fund is primarily intended to “align resources with institutional priorities.” The fund allows us to meet many of our objectives for transitioning away from incremental budgeting that were listed previously in this document.

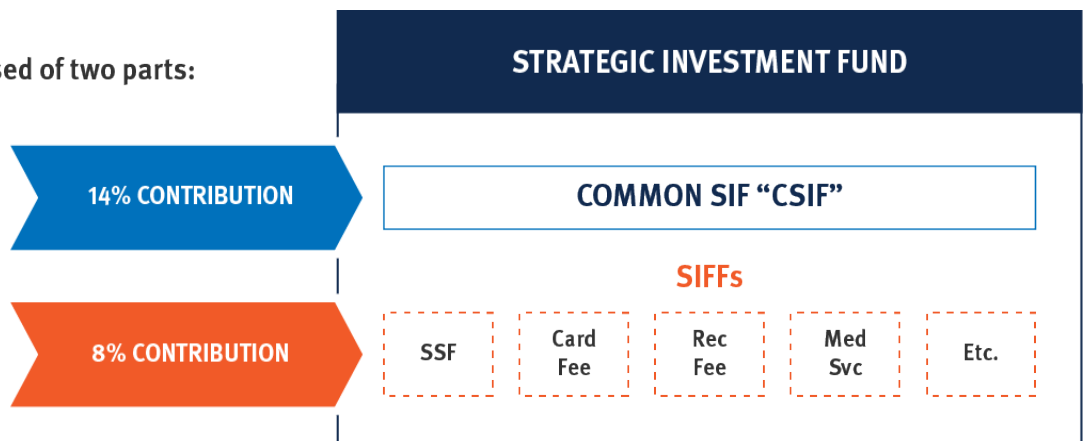
- » Alignment of institutional KPIs/goals, academic planning and financial management
- » Entrepreneurial spirit and ownership of resource development through unit activities
- » Strategic priorities - Clear path and formal communication that links central investments to university-wide strategic priorities
- » Longer term outlook that plans for the next three to five years

The funding identified is grouped into a Common SIF (CSIF), which is funded from sources other than student fees.

The SIFF is funded from sources that are set aside from student fees that will be used to support strategic priorities that align with the purpose of the fee as designated by statutory language. The goal overall is to utilize a portion of our revenues to meet our strategic planning needs and provide financial support to fund and manage those priorities moving forward.

Strategic Investment Fund is composed of two parts:

1. Common Strategic Investment Fund (“CSIF”)
 - Fee assessed on unrestricted revenues: Net Tuition Revenue, State Appropriations, Sales & Services and Other Operating Revenue
2. Strategic Investment Fee Fund (“SIF”)
 - Mandatory Fees, e.g., Student Service Fee, UTSA Card Fee, Medical Services Fee, Rec Center Fee. Non-institutional program and course fees allocated directly.



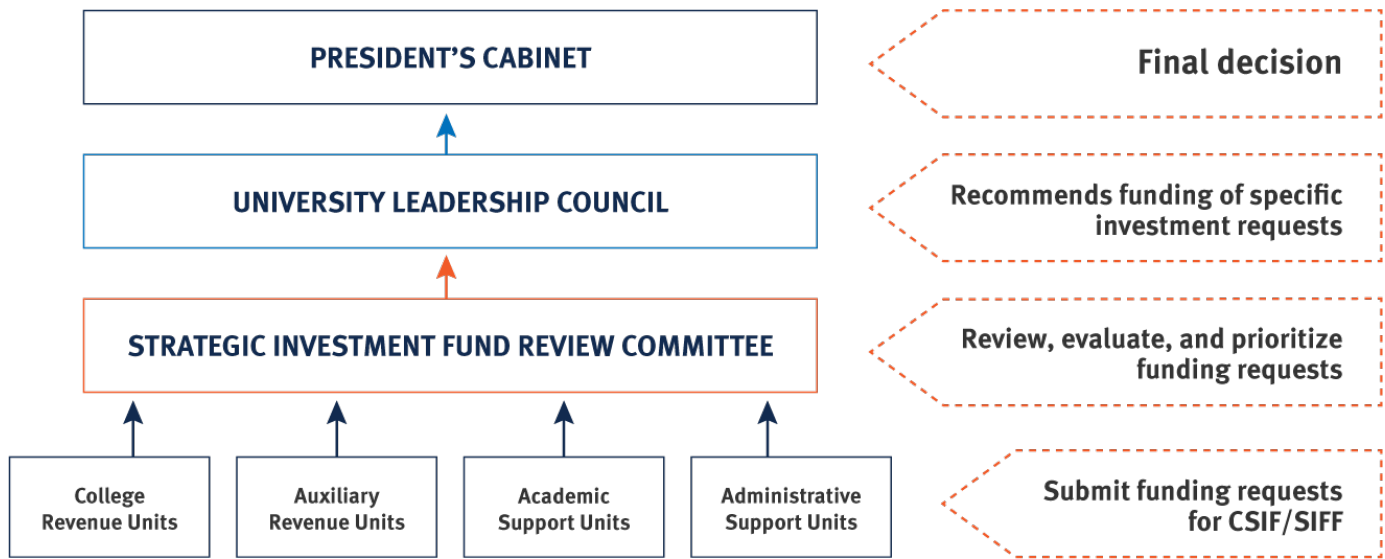
Strategic Investment Allocations

In the IRM “Base Year,” the colleges had a set level of strategic investment allocation (SIA) equal to their negative operation margin in order to bring the college to a break-even point. Going forward, a portion of the CSIF is used to provide SIA to colleges or auxiliary revenue units to help support operations when a college

or auxiliary revenue unit is expecting a negative operating margin. This need may arise due to scenarios where revenue units are not expected to fully fund a program or the revenues generated will not fully fund a program and a contribution from CSIF is an important investment by the university for that programmatic purpose. The level of SIA is neither permanent nor static. Changes to the level of SIA may occur over time due to data-informed, strategic decisions. As such, an increase in revenues would not necessarily result in a formulaic and corresponding decrease to SIA.

Strategic Investment Fund Governance

The Strategic Investment Advisory Committee reviews funding requests, prioritizes requests, and makes their evaluations available to the University Leadership Council (ULC). The ULC reviews the committee's evaluations and recommends specific requests to the President's Cabinet for funding. The President's Cabinet makes the final decision on funding allocations from the Strategic Investment Funds.





Operational Reviews

All auxiliary units, administrative support units, and academic support units will submit formal reviews each year (as notified by the IRM Team) to the Operational Review Committee. Each year, on a rotating basis, some units will be asked to make a full presentation to the committee.

Since all units cannot present every year, a schedule will be implemented and discussed annually with the University Finance Team (UFT). The UFT, at their discretion, may modify the scheduling of unit reviews as deemed necessary. Notification to the units will be made by the IRM team with advance notice to prepare their materials for the committee.

Operational Review Presentations

The standard presentation to the committee will consist of the following topics for all presenting units:

General Information to "Tell Your Story"

- » Define unit mission
- » Define how unit goals align with university destinations and strategic initiatives
- » Organizational Chart

Challenges and Opportunities

- » Define processes/services that are exceptional
- » Define processes/services that require refinement

Key Performance Indicators (KPIs), Benchmarks & Surveys

- » Grid comparison of similar entities
- » Benchmarks and/or surveys

Reserves & Balances

- » Total dollars and how they will be utilized
- » Alignment with strategic goals and initiatives

5 Year Pro Forma

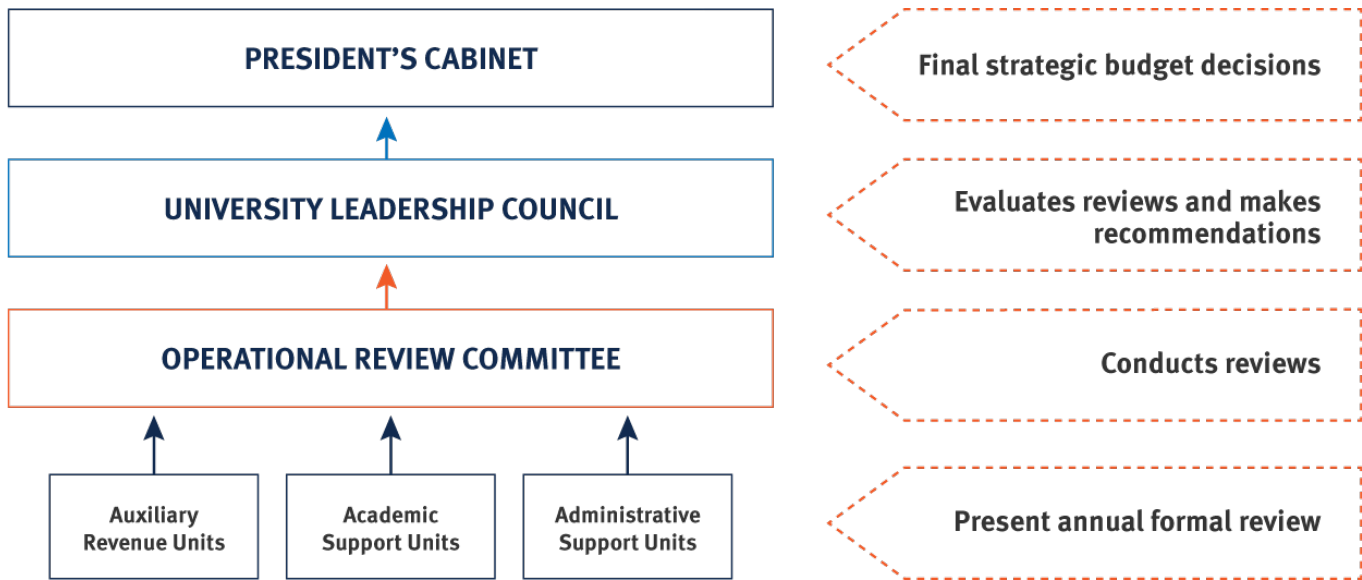
- » Current year, past 2-year actuals, and 2-year forecast

Previous ORC presentations and committee final reports can be found on the IRM website.
<https://www.utsa.edu/budget/irm/operational-review-committee.html>

Operational Review Governance

The Operational Review Committee completes reviews of auxiliary and support units, providing their reviews to the ULC. The ULC evaluates the reviews and makes recommendations to the President's Cabinet, who use these recommendations to make strategic budget decisions.

The Operational Review Committee consists of campus leaders, financial representatives and at-large employees across campus who participate in a governance process that results in improved fiscal accountability and management of resources.



Model Sample

Each revenue unit receives an Excel file summarizing the model components. The following pages show an example of the spreadsheet given to units.

UTSA						IRMY23 Statement All Academic Units Total				
University-Wide Activity-Level Drivers						Projected Revenues and Expenses				
Unrestricted Revenues										
Tuition Allocation										
Summer 2021, Fall 2021, Spring 2022 - Total University Undergrad SCH						IRMY23 Undergrad Tuition Revenue Allocation				
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total		IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	
COR Undergraduate SCH	766,952	744,086	744,086	100.0%	COI Undergraduate (WSCH)	\$ 88,016,996	100.0%	\$ 88,317,401	\$ 88,317,401	
COR UG Resident SCH	755,631	732,917	732,917	100.0%	COI UG WSCH	88,016,996	100.0%	88,317,401	88,317,401	
COR UG Non-Resident SCH	11,321	11,169	11,169	100.0%	COR Undergraduate	\$ 50,603,846	100.0%	\$ 50,674,444	\$ 50,674,444	
Summer 2021, Fall 2021, Spring 2022 - Total University Graduate SCH						COR UG Resident SCH	44,492,285	100.0%	44,646,623	44,646,623
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	COR UG Non-Resident SCH	849,829	100.0%	850,211	850,211	
COR Graduate SCH	80,266	78,701	78,701	100.0%	COR UG Non-Resident SCH - Premium	5,261,732	100.0%	5,177,610	5,177,610	
COR Grad Resident SCH	78,014	76,258	76,258	100.0%	Studies Distribution (IRMY22 One-time Distribution)	-	100.0%	(0)	(0)	
COR Grad Non-Resident SCH	2,252	2,443	2,443	100.0%	For Information Only - Tuition Value is included in the COI above					
Summer 2021, Fall 2021, Spring 2022 - Total University WSCH								WSCH Dual Credit	% of College COI Dual Credit	Tuition Value
WSCH - Used for COI Tuition Allocation	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	Dual Credit Tuition (COI - WSCH & State Appropriation)		2,900	2.1%	\$ 161,965	
Undergraduate WSCH	1,315,596	1,248,916	1,248,916	100.0%	WSCH Honors % of College COI Tuition Value					
Graduate WSCH	544,318	580,147	580,147	100.0%	Honors Program Tuition (COI - WSCH & State Appropriation)		4,176	4.4%	\$ 233,230	
Total WSCH	1,859,914	1,829,063	1,829,063	100.0%	For Information Only - Not Included in Tuition Values for COI or COR					
					Online Programs (Option 3) Estimated Distribution	\$ 1,030,021			\$ 1,400,000	
Summer 2021, Fall 2021, Spring 2022 - Total University WSCH						IRMY23 Projected Grad Tuition Revenue Allocation				
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total		IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	
COI Graduate (WSCH)	\$ 14,316,901	100.0%	\$ 14,891,709	\$ 14,891,709	COI Graduate (WSCH)	\$ 14,316,901	100.0%	\$ 14,891,709	\$ 14,891,709	
COI Grad WSCH	14,316,901	100.0%	14,891,709	14,891,709	COR Graduate	\$ 7,375,373	100.0%	\$ 7,671,487	\$ 7,671,487	
COR Graduate	\$ 7,375,373	100.0%	\$ 7,671,487	\$ 7,671,487	COR Grad Resident SCH	6,948,030	100.0%	7,180,380	7,180,380	
COR Grad Resident SCH	6,948,030	100.0%	7,180,380	7,180,380	COR Grad Non-Resident SCH	427,343	100.0%	491,107	491,107	
COR Grad Non-Resident SCH	427,343	100.0%	491,107	491,107	Graduate Incremental Tuition (GIT)	\$ 4,313,514		\$ 4,323,544	\$ 4,323,544	
Graduate Incremental Tuition (GIT)	\$ 4,313,514		\$ 4,323,544	\$ 4,323,544	GIT Grad Resident SCH	3,629,200	100.0%	3,574,100	3,574,100	
GIT Grad Resident SCH	3,629,200	100.0%	3,574,100	3,574,100	GIT Grad Non-Resident SCH	684,314	100.0%	749,444	749,444	
GIT Grad Non-Resident SCH	684,314	100.0%	749,444	749,444	IRMY23 Differential Tuition					
Summer 2021, Fall 2021, Spring 2022 - Total University WSCH						Differential Tuition	10,371,900	100.0%	10,196,600	10,196,600
					Studies Distribution (IRMY22 One-time Distribution)	-			(0)	
					Total Net Tuition Revenue	\$ 174,998,530	100.0%	\$ 176,075,185	\$ 176,075,185	
Summer 2021, Fall 2021, Spring 2022 - Total University WSCH						IRMY23 Projected Fees				
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total		IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	
Student Fees - Mandatory	151,985			153,196	Student Fees - Mandatory	151,985			153,196	
Student Fees - Course, Lab, and Optional	12,354,689			13,131,790	Student Fees - Course, Lab, and Optional	12,354,689			13,131,790	
Student Fees - Credit Hour and Course Repeat Fee	-			-	Student Fees - Credit Hour and Course Repeat Fee	-			-	
Student Fees are a Direct Allocation: No Activity Drivers					Total Fees	\$ 12,506,674			\$ 13,284,986	
					State Appropriations					
Summer 2021, Fall 2021, Spring 2022 WSCH (66%)						IRMY23 Projected State Appropriations				
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total		IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	
Total WSCH	1,859,914	1,829,063	1,829,063	100.0%	State Appropriations - Instruction	59,939,045	100.0%	59,937,298	59,937,298	
FY21 Total Restricted Research Expenditures (34%)						State Appropriations - Research	30,877,691	100.0%	30,876,789	30,876,789
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total	State Appropriations - CORE	-	Direct	-	-	
External Research Expenditure	FY2021 50,264,878	52,866,838	52,866,838	100.0%	State Appropriations - Non-Formula Special Items	797,203	Direct	801,201	801,201	
IRMY23 State Appropriations Special Items						State Appropriations - Benefits	19,390,230	Direct	20,303,203	20,303,203
State Appropriation - Special Items is a Direct Allocation: No Activity Drivers					Total University State Appropriations	\$ 111,004,169		\$ 111,918,491	\$ 111,918,491	

Other Revenue				
Other Revenue are a Direct Allocation: No Activity Drivers				
IRMY23 Projected Other Revenue				
	IRMY22 Comparison			Academic Units Total
F&A Allocation	4,635,800			3,935,700
Sales & Services	2,403,700			2,265,200
State Agency Transfer In	-			-
Other Operating Revenue	-			-
Use of Prior Year Balances for Current Year Expense	-			-
Total Other Revenue	\$ 7,039,500			\$ 6,200,900
University Strategic Investment Participation				
IRMY23 University Strategic Investment		IRMY23 Projected University Strategic Investment		
	IRMY22 Comparison	University Strategic Investment Participation		Academic Units Total
University Strategic Investment Participation	14.0%	14.0%		
University Strategic Investment-Mandatory Fees	8.0%	8.0%		
Total Unrestricted Revenue				
Total Unrestricted Revenue	\$ 239,635,077			\$ 239,047,057
Restricted Revenue				
Sponsored Programs Revenue				
IRMY23 Estimated Sponsored Programs Revenue				
	IRMY22 Comparison			Academic Units Total
Sponsored Programs	48,446,403			47,000,723
Total Sponsored Program	\$ 48,446,403			\$ 47,000,723
Sponsored Programs Revenue and F&A are a Direct Allocation: No Activity Drivers				
Gifts, Endowment, & Other Investment Income				
IRMY23 Projected Gifts, Endowment & Other Income				
	IRMY22 Comparison			Academic Units Total
Gift Contributions for Operations	4,426,578			3,227,200
Direct Endowment & Other Investment Distribution	4,528,516			4,777,600
Official Occasions - Investment Income Allocations	-			-
Total Gifts, Endowment, & Other Income	\$ 8,955,094			\$ 8,004,800
Gift Allocated based on Prior Year Activity and Endowment is Direct Allocation: No Activity Drivers				
Total Restricted Revenue				
Total Restricted Revenue	\$ 57,401,497			\$ 55,005,523
Expenses				
Support Unit Expenses				
Support Unit Expense Allocations		IRMY23 Support Unit Expense Allocations		
	IRMY22 Comparison	Current	IRMY22 Comparison	Academic Units Total
Academic Support Rate	13.8%	12.8%	37,014,217	100.0%
Administrative Support Rate	24.5%	26.3%	65,713,647	100.0%
Total Support Rate	38.3%	39.1%	\$ 102,727,864	100.0%
Academic Support Unit Total			\$ 34,451,772	\$ 34,451,772
Administrative Support Unit Total			\$ 70,787,626	\$ 70,787,626
Total Support Unit Expenses			\$ 105,239,399	\$ 105,239,399
IRMY23 Sponsored Programs				
	IRMY22 Comparison	Academic Units Total	Academic Units Total	Academic Units Total
Sponsored Programs	IRM 48,446,403	47,000,723	47,000,723	47,000,723
Budgeted Direct Expenditures				
Total Budgeted Direct Expenditures				
Unrestricted Direct Expenditures	IRMY22 Comparison			Academic Units Total
Budgeted Salary and Wages - Faculty and Academic	100,379,203			\$ 108,398,227
Budgeted Salary and Wages - Professional and Administrative	18,536,469			\$ 20,429,085
Budgeted Salary and Wages - Student Employees and Other	2,709,410			\$ 2,401,905
Discretionary Budget in IRM	4,442,301			\$ 1,319,371
Institution Wide Compensation Strategy	6,219,000			\$ -
Benefits Allocated from E&G	37,333,249			\$ 38,511,277
Benefits	2,079,621			\$ 2,236,564
M&O Budget	17,298,442			\$ 16,919,454
Total Unrestricted Direct Expenditures	\$ 188,997,695			\$ 190,215,883
IRMY22 Sponsored Project Expense Projection	48,446,403			\$ 47,000,723
IRMY22 Projected F&A Expenditure	4,635,800			\$ 3,935,700
IRMY22 Projected Gift Expenditure	4,426,578			\$ 3,227,200
IRMY22 Projected Endowment Expenditure	4,528,516			\$ 4,777,600
Total Budgeted Direct Expenditures	\$ 251,034,992			\$ 249,157,106
OPERATING MARGIN After Direct Expenses				
IRMY23 Projected Total Operating Margin				
Surplus Operating Margin	\$ -			\$ -

Shared Governance

Incentive-based budget models are inherently transparent. They are most effective when there is a high degree of trust and accountability among academic and administrative stakeholders.

The IRM planning and governance process has identified two areas that are part of a review and recommendation process: strategic investment fund requests and operational support unit reviews. Each of these areas has its own committee composed of faculty and staff representatives from throughout the university.

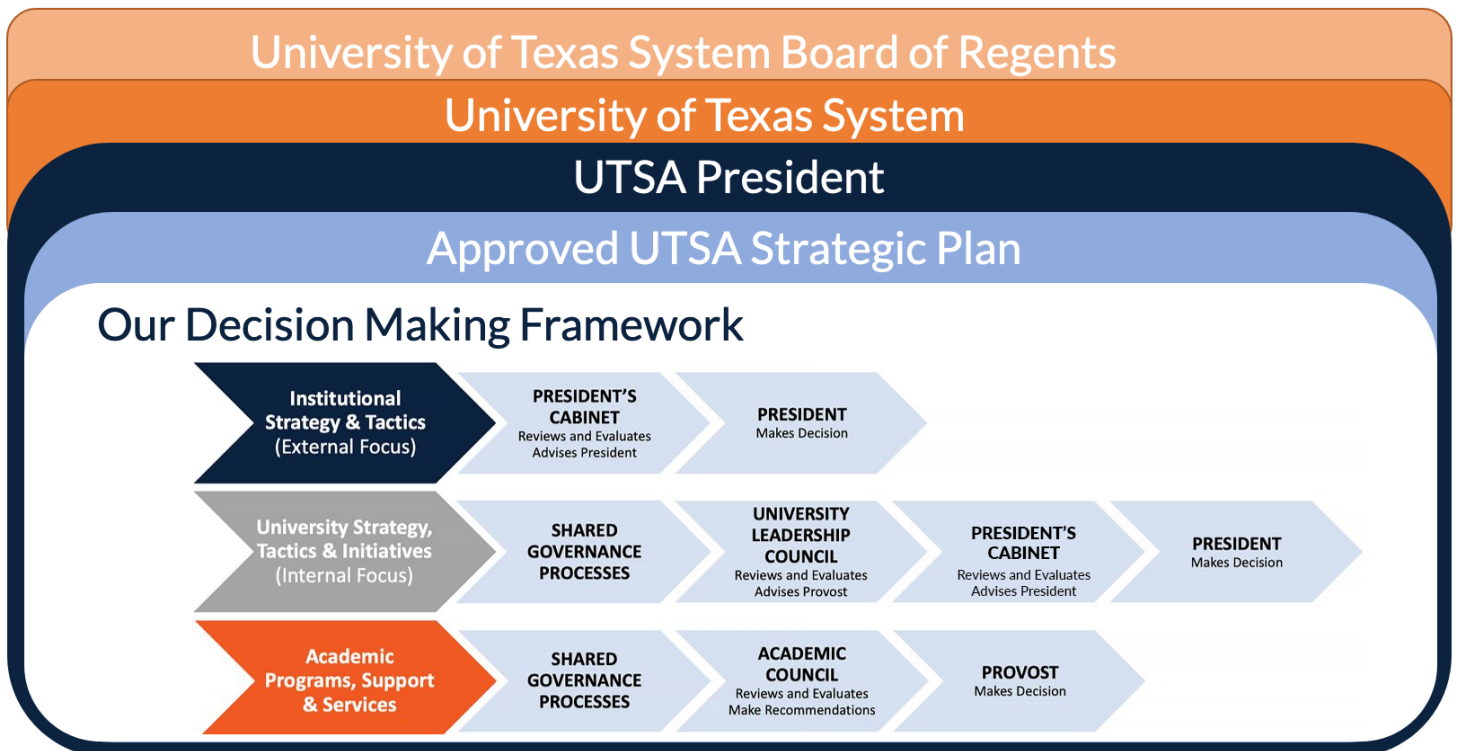
These committees are utilized for recommendations related to the requests or the reviews through the decision-making process identified below.

[Strategic Investment Fund Review Process](#)

[Operational Review Committee](#)

Decision Making Process

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



Conclusion

What does the UTSA incentivized budget model do?

The IRM Budget Model will help to evolve the mission of the university by providing transparent and data-driven financial information that supports decision-making responsibilities for investment of financial resources.

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

Finally, the IRM model brings together academic, financial, and operational needs to create a coherent system that works toward the university's strategic destinations.

