



UTSA[®]

The University of Texas at San Antonio[™]

**Process, Principles, and Priorities for
FY21 Expense Reduction**

Development & Alumni Relations
June 17, 2020

Core Mission and Services

The mission of the Division of Development and Alumni Relations is to support UTSA's many instructional, research and public service programs through successful fundraising, alumni outreach and support, and to position the university as a premier multicultural research institution focused on student success and research excellence.

Core Services:

- Generate revenue by increasing public and private giving to UTSA through the creation of positive, long-term relationships with alumni, corporations, foundations, and other friends and organizations.
- Maintain strong and productive ties with UTSA's more than 126,000 alumni throughout the world.

Guiding Principles & Framework

Staying True to our Mission

- Budget reductions need to have minimal impact to UTSA's \$.5 billion comprehensive campaign that will support all divisions, schools, departments and institutes across the university and its four urban campuses.

Essential to our Core

- Recruit high quality front-line fundraising staff
- Retain, and reward high quality employees
- The ability to maintain a robust operations enterprise to perform essential fundraising operations functions.

Cost savings opportunities

- Identified expenses that are not entirely necessary to maintain programs and services at a minimally acceptable level.
- Identified vacant positions that can remain unfilled without undue disruption to services.
- Considered organizational restructure to find personnel and cost efficiencies

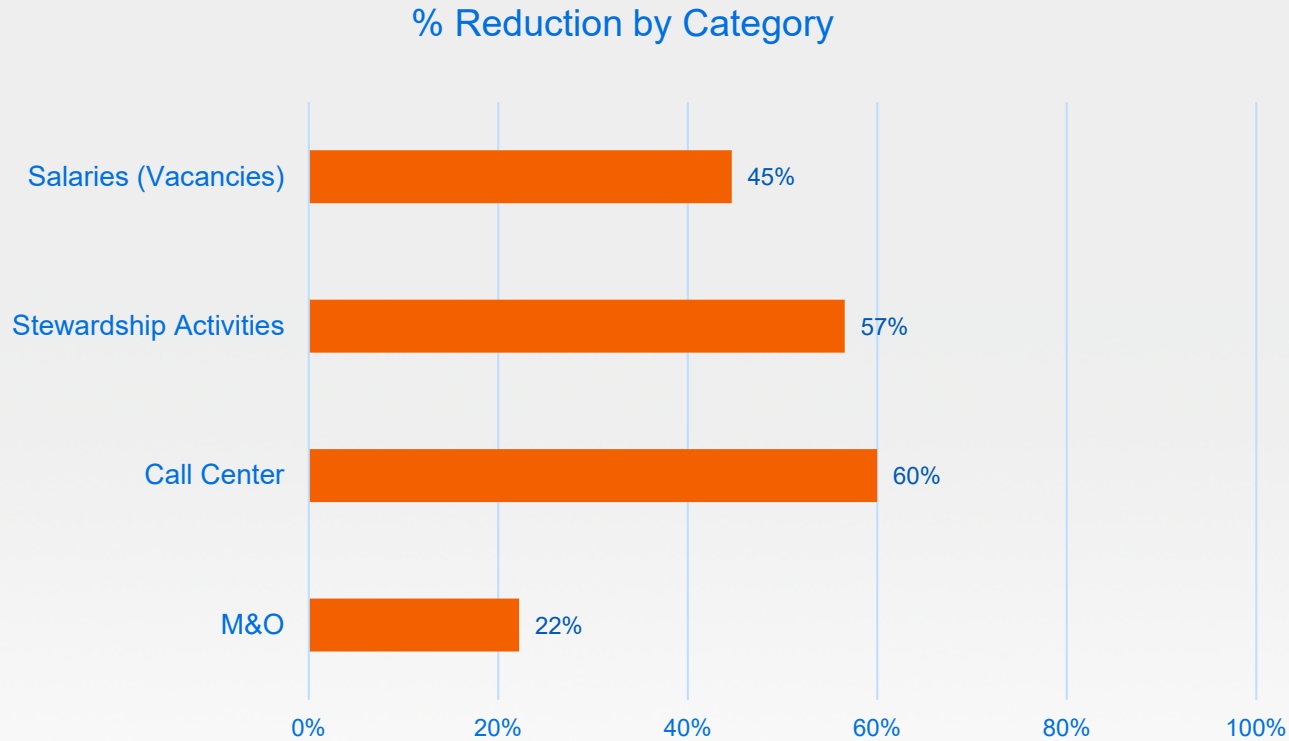
Process

- Explored new models and technology in service delivery
- Implement alternative annual giving strategies and channels
- Adopt additional policies and procedures in order to manage spending

Participatory Process

- Conducted initial high-level overview of our budget forecasts through FY 23 based on existing budgets and expenses to identify expenses that are not entirely necessary to maintain programs and services at a minimally acceptable level.
- After the initial review, we engaged every member of the VPDAR management team through weekly meetings to share and discuss various budget forecast scenarios and its impact.
- Tasked the management team to make additional expense reduction recommendations for their respective areas.
- The VP and AVP for Operations and Advancement Services analyzed every expenditure and added planned cuts to meet the target.
- We shared the final proposed plan with the management team and discussed strategies on moving forward.

Budget Reductions



Development & Alumni Relations met the budget reduction target.

Expense Reduction Priorities

- Operational Cost Reduction
- New Models in Service Delivery
- Service Efficiencies and Reorganization
- Vacant Positions

Impact to Core Mission and Services

- We are collaborating to evaluate the services we offer to internal and external clients, assessing how we can manage and provide the services differently, and considering new models and technology in service delivery. Our division is also adopting additional policies and procedures in order to manage spending.
- Conducting a Strategic Talent Management Assessment to take a deeper dive in assessing our front-line fundraising bandwidth. We will use the results to identify opportunities for expanded roles to assist colleges/units that do not have a dedicated fundraiser since we cannot continue recruiting without funding for the campaign.
- We analyzed the return-on-investment from our call center and determined that we can overcome substantial cuts to the center by utilizing other annual giving strategies and channels. While we believe dollar production is sustainable, traditional thinking portends a decrease in alumni participation percentage. We will monitor this closely and think creatively about ways to mitigate the loss.
- Reductions to official occasion and travel expenses means fewer stewardship activities, which can result in a negative impact to our ability to grow and sustain long-term and significant philanthropic relationships. In order to maximize the remaining dollars available to us, we will need to be strategic and disciplined across all levels of giving. This includes omitting the purchase of sponsorship tables from our budget.
- It will be a challenge to continue moving forward with the campaign without the additional funding to support it. However, with an entrepreneurial mindset, our team will use the opportunity to grow stronger as we push ourselves to be more creative, innovative, and collaborative in order to continue with our core mission and meet our goals.