

FY2025 Operational Review Committee Final Report

Unit Reviewed: Academic Innovations

Date: February 2025

Unit Presentation Requirements

The following items are required materials for the unit presentations. The unit presented to the committee and questions were encouraged. The units provided additional or supplemental information as deemed appropriate.

- General Information to “Tell Your Story”
 - How unit aligns to University goals
- Organizational Chart and Position / Staffing Information
- Opportunities and Strengths
- What is going well? What requires improvement?
- Key Performance Indicators, Benchmarks, and Surveys
- Reserves and Balances

Goals and Initiatives

Academic Innovation sees itself as a catalyst for innovation to aid faculty and students in academic pursuits. It provided a clear and concise account of its mission and its relationship to UTSA’s core strategic destinations. In the presentation, Academic Innovation identified the following values as central to its goals and initiatives:

1. Be a catalyst for innovation
2. Entrepreneurial mindset
3. A collaborative spirit
4. A competitive drive
5. Impact measurement

These values were present throughout the presentation, giving the sense of a unified focus within the unit, despite the diversity of programs and initiatives it takes part in. Innovation was clear in the unique approaches to serving specific student populations and in the use of technology to improve learning. A collaborative spirit was evident in the community partnerships Academic Innovation uses to provide new opportunities for students, as well as in its collaboration with other programs across the university.

The variety of programs and initiatives the unit is involved in is impressive, and each was explained in a way that demonstrated direct benefits to the university, faculty, staff, or students. One example includes the Office of Online Programs, which seeks to provide more flexible degree programs to cater to the needs of nontraditional students. This objective was also a part of the Professional and Continuing Education (PaCE) programs, including the PaCE Community

Art Programs and certificate programs in paralegal or mediator studies. Other programs housed within Academic Innovation include Video Production and Teaching, Learning & Digital Transformation (TLDT).

As its own entity within Academic Innovation, TLDT provides a diverse set of services and programs for UTSA, including innovations in educational technology, advancing digital literacy, classroom technologies and AV, and more. One notable example is that Academic Innovation has been a leader in engaging with generative AI and helping faculty and students integrate AI into the classroom. Areas to further develop include how existing items such as face-to-face instruction, replacement of older equipment, and refreshing legacy spaces tie into their goals and strategies.

In each part of the presentation, Academic Innovation provided strategic goals and explained how those goals assist or further broader university objectives. A long-term goal of the unit is to become a thought leader at the national level for teaching and learning innovation, on par with institutions like Duke University or the University of Michigan.

Organization

Dr. Melissa Vito provided a high-level overview of the organizational structure of Academic Innovation (AI), which currently supports 105 full-time equivalent (FTE) positions. Of these, 100 FTEs are distributed across six key areas within the division: Online Programs, Professional and Continuing Education (PaCE), Teaching, Learning, and Digital Transformation, the Office of the Vice Provost for Academic Innovation, Video Production, and Academic Technologies.

In addition to these core areas, Academic Innovation supports five FTEs outside the division. This includes partial or full support for seven FTEs in Academic Communications, as well as positions in other units: one FTE in the College of Liberal and Fine Arts, one in Enrollment Operations, one in Institutional Research, and two in Strategic Enrollment.

Since 2019, Academic Innovation has experienced a 110% increase in FTEs, encompassing both staff and faculty. Notably, none of these positions are funded through State Appropriations. Instead, the division operates entirely on revenue generated from fees, online and PaCE programs, and net sales and services.

Operations

The Academic Innovation mission aligns well with the university mission when it comes to student success, research, and innovative learning and discovery. Academic Innovation articulated its role effectively by providing examples of data comparisons between UTSA and other Texas institutions, as well as its partnerships with the local community.

As a relatively new department, Academic Innovation has experienced significant growth, expanding from 50 FTEs in 2019 to 105 FTEs today. These externally positioned roles play a crucial part in fostering collaboration and enhancing operations.

Dr. Vito explained that the department embraces an entrepreneurial mindset, fostering partnerships, innovation, and data-driven financial strategies. The unit actively integrates AI into teaching and learning, continuously collects and analyzes data for improvement, develops micro-credentials for students, faculty, and staff, and creates collaborative spaces for multidisciplinary work.

Academic Innovation carefully plans its resource allocation to meet university needs. Donor gifts and reserve funds are used to support the university's mission and long-term goals. Investments go into marketing, developing online programs, and improving software, while also maintaining successful programs and focusing on growth and innovation.

A pilot-based approach guides the unit's initiatives. Projects and programs start on a small scale, with impact measured before further investment. Successful initiatives are expanded, while those that do not meet expectations are discontinued, ensuring efficiency and adaptability. Dr. Vito shared survey results comparing UTSA programs to national programs in PaCE. While a full comparison was difficult to obtain, data indicates that UTSA's program enrollment is below average. However, Academic Innovation is confident that its growth will eventually meet and exceed the average.

Assessment

In terms of assessment, resources are a relevant factor, especially given that Academic Innovation is entirely self-supported. Its budgetary approach has been cautious and strategic for such reasons. Currently, Academic Innovation relies almost entirely on internal measures to track quality and performance. The division has experienced immense growth and has earned various national accolades. However, while the division connects its efforts to UTSA's strategic destinations and has a clear mission, it was not clear from the presentation what their specific key performance indicators (KPIs) are beyond volume and growth.

Academic Innovation is encouraged to incorporate external benchmarks and assessments (e.g. external review, accreditation), which may provide fresh insights and recommendations for enhancing operations. Additionally, it is recommended that Academic Innovation clearly outline its goals and KPIs and identify specific outcomes for each of its programs. Client and student surveys could also be used to track program effectiveness and measure success over time. Overall, Academic Innovation appears highly committed to continuous improvement and growth.



The University of Texas at San Antonio

UTSA Academic Innovation

Relentlessly Future-Focused

Melissa Vito, Vice Provost

February 13, 2025

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MISSION

UTSA Academic Innovation empowers faculty and staff to create transformational learning experiences that inspire students to excel in their personal and professional lives. By fostering creativity, innovation and collaboration, we elevate the academic journey, ensuring our students and faculty reach their highest potential and drive positive change in the world.

We deliver unique, market-driven programs designed for learners of all ages, championing social mobility and lifelong learning. Our commitment to high-quality education and cutting-edge practices ensures that every student, whether current, returning, or upskilling, has access to boundless opportunities for growth, success and a brighter future.



VALUES

Be a Catalyst for Innovation

Embrace new ideas and approaches in support of extraordinary learning experiences.

Entrepreneurial Mindset

Encourage creativity and initiative, utilizing a 'yes' approach to ideas, issues and opportunities.

A Collaborative Spirit

Foster an environment for unexpected partnerships, ideas and outcomes.

A Competitive Drive

Learn from our peers, embrace new ideas and pilot new approaches.

Impact Measurement

Continuously assess our work to inform practice.



UTSA Strategic Destinations

1

**Model for
Student
Success**

- Innovative faculty development programs
- Evidence-based student success and classroom engagement strategies
- Enterprise-wide academic technology and learning environment improvements

2

**Great Public
Research
University**

- Leveraging artificial intelligence in teaching and learning
- Pilot programs and continuous data collection and feedback
- Thought leadership

3

**Innovative
Place to Work,
Learn and
Discover**

- Storytelling workshops and data analysis
- Microcredentials for students, faculty and staff
- Coactive spaces for multi-disciplinary work

Aligning Synergistic Expertise

The Evolution of Academic Innovation

Academic Innovation *105

ONLINE PROGRAMS (UTSA Online)

Suzana Diaz
Rosencrans
*Assistant Vice Provost
Director of Online
Enrollment, Marketing
and Advising*
***19**

PROFESSIONAL AND CONTINUING EDUCATION (PaCE)

Melissa Mahan
Associate Vice Provost
***18**

TEACHING, LEARNING AND DIGITAL TRANSFORMATION

Marcela Ramirez
Associate Vice Provost
***28.5**

VPAI

Josh Buetow
*Director of Fiscal
Administration*

Jake Erney
*Director of Strategic
Initiatives*
***10.5**

VIDEO PRODUCTION

Ernest Hernandez
Director
***4**

** FTE Numbers*

Academic Technologies

Joe Tobares
Director
***20**

Supported positions outside the division

- 7 in Academic Communications
- 1 in COLFA
- 1 in Enrollment Operations
- 1 in IR
- 2 in Strategic Enrollment
- **Innovation Fellows**

Academic Innovation FTE Growth

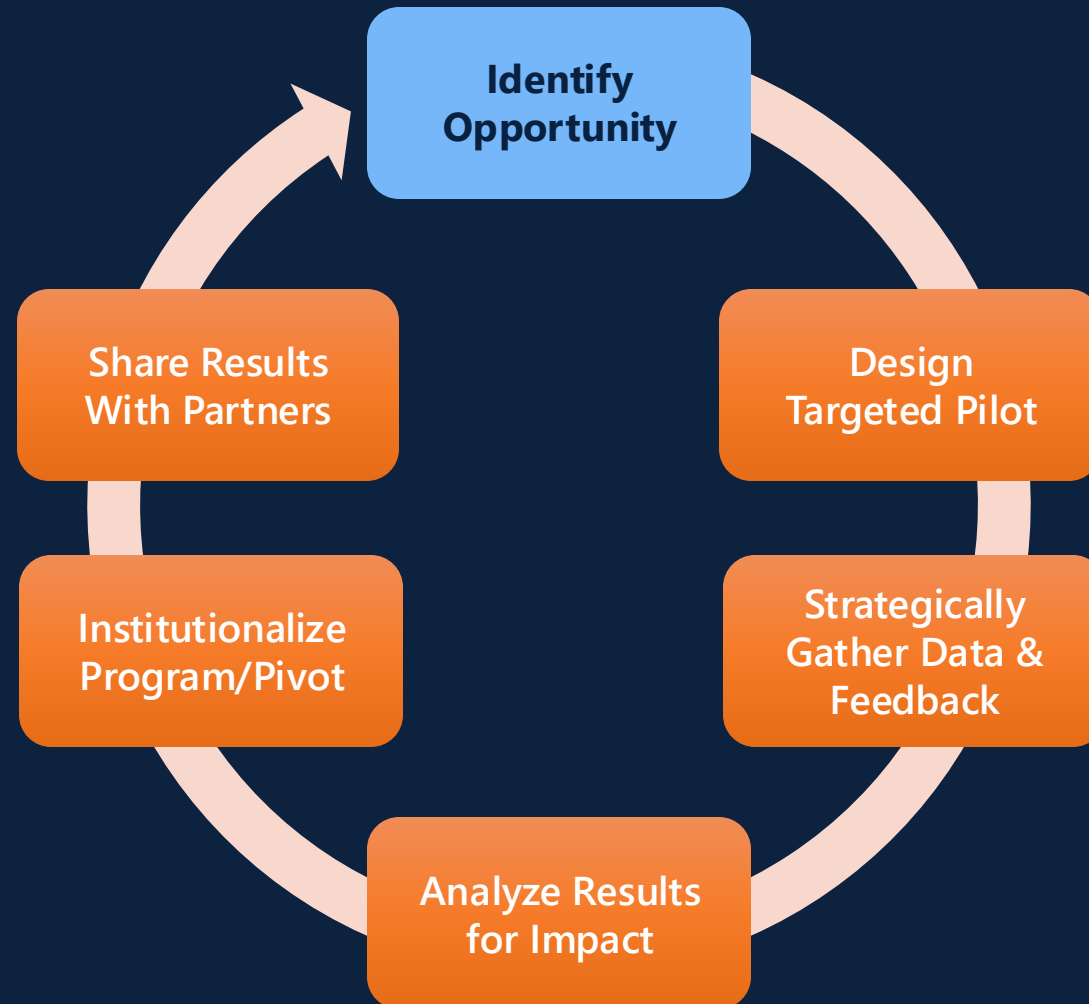
FY19 – FY25

Employee Classification	FY19	FY25	% Growth
Regular Staff + Faculty FTE	50	105	110%
Temporary Employees	14	24	71%
<i>Student Headcount</i>			
Graduate	9	15	67%
Undergraduate/Work Study	13	24	85%

Academic Innovation does not receive any E&G funds to support positions – the division is 100% self-funded through fees, online and PaCE revenue, and net sales and services

Academic Innovation funds 5 staff FTE within UTSA units external to the division

Academic Innovation's Pilot Approach



The Office of Online Programs

UTSA Online

Office of Online Programs

Creating a fully-online R1 education

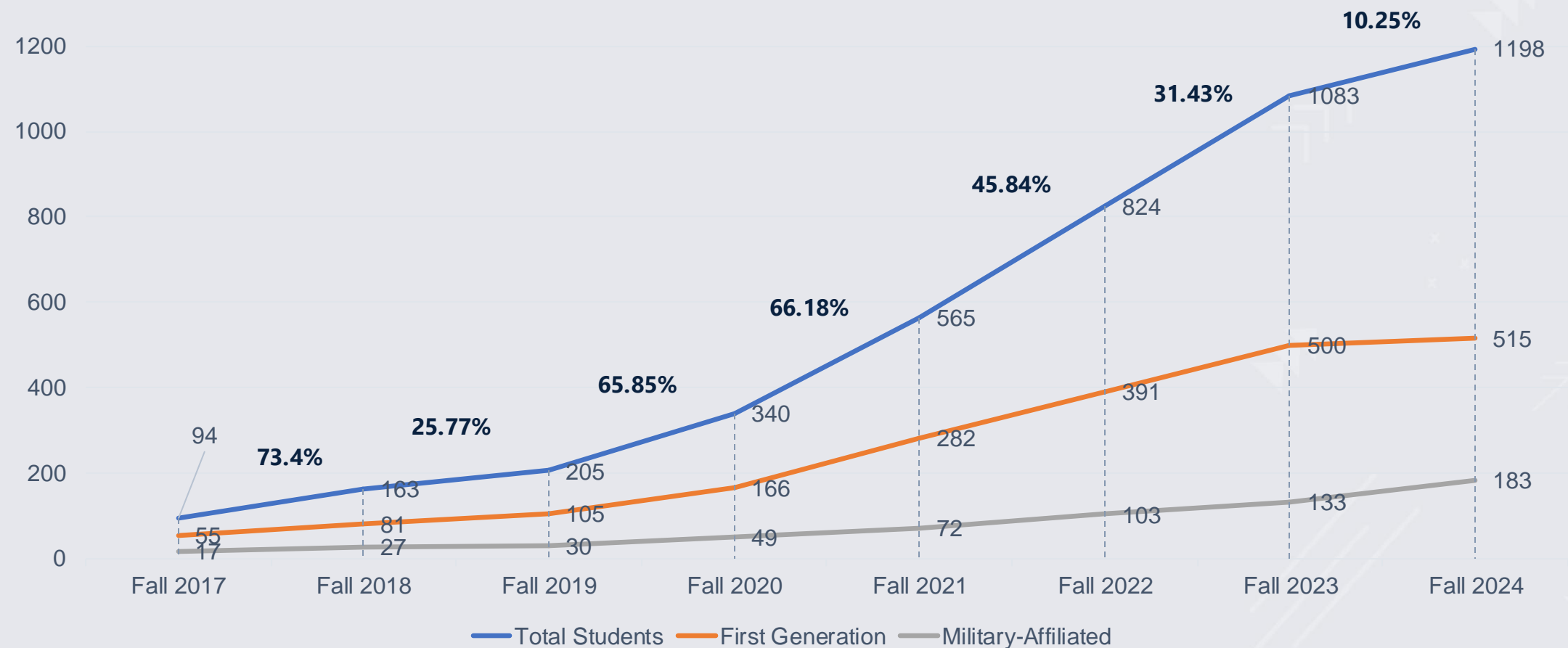
- Tailoring programs for fully-online students
- Coordinating fully-online program launches
- Extending the UTSA brand to underserved adult learner population

UTSA Online students are distinct from traditional / residential students

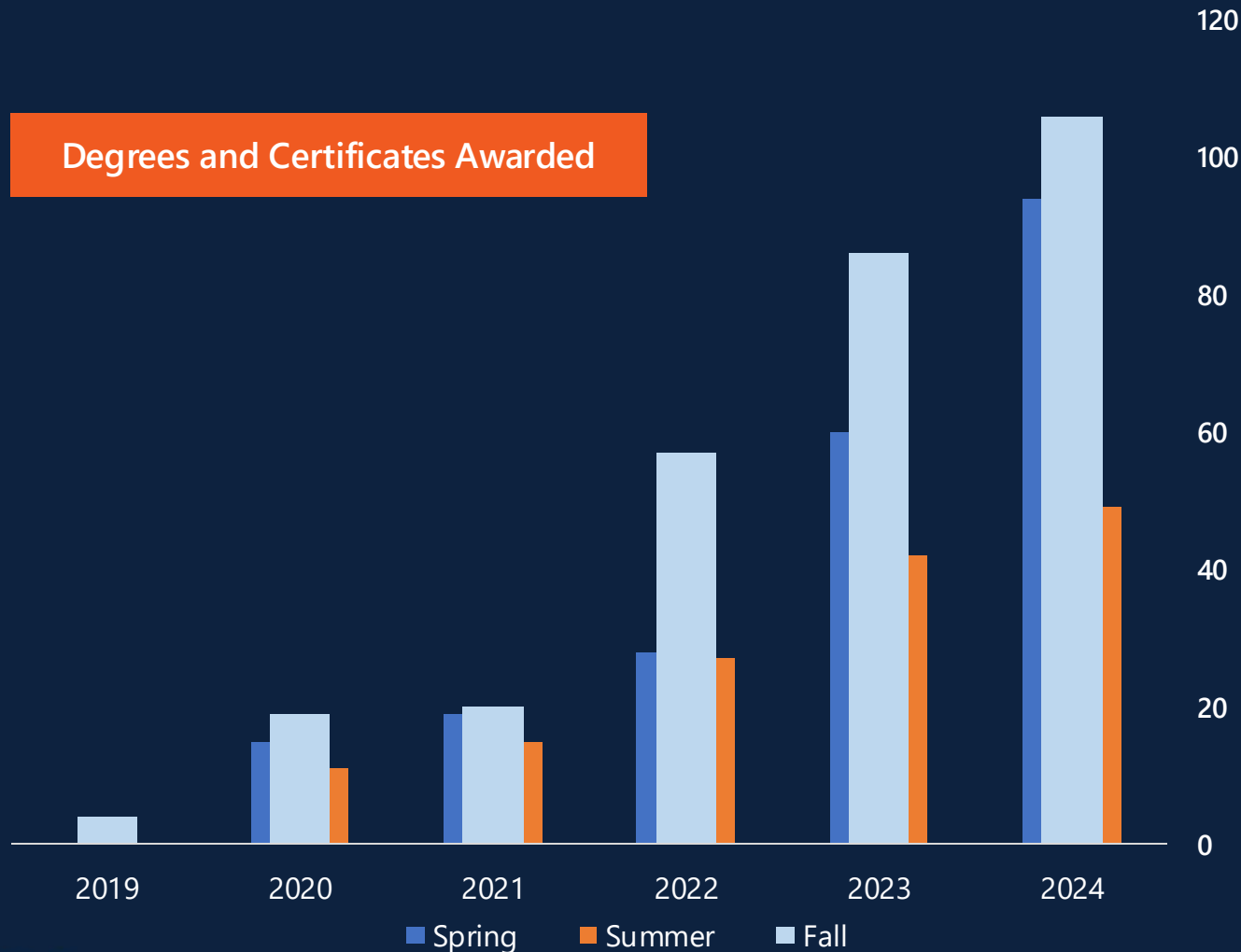
- 41% are parents
- 46% are first-generation college students
- 62% are seeking career changes or promotions
- 66% are employed full-time
- 94% of students live and work in San Antonio



Growing UTSA's Enrollment Among Key Student Populations



Online Programs & UTSA Online



Key Strengths

- No OPM
- Targeted programs
- Scalable

Signature Programs

- Cyber Security
- Digital Media Influence
- Facilities Management
- Customizable MDST

Growing Enrollment and Reputation

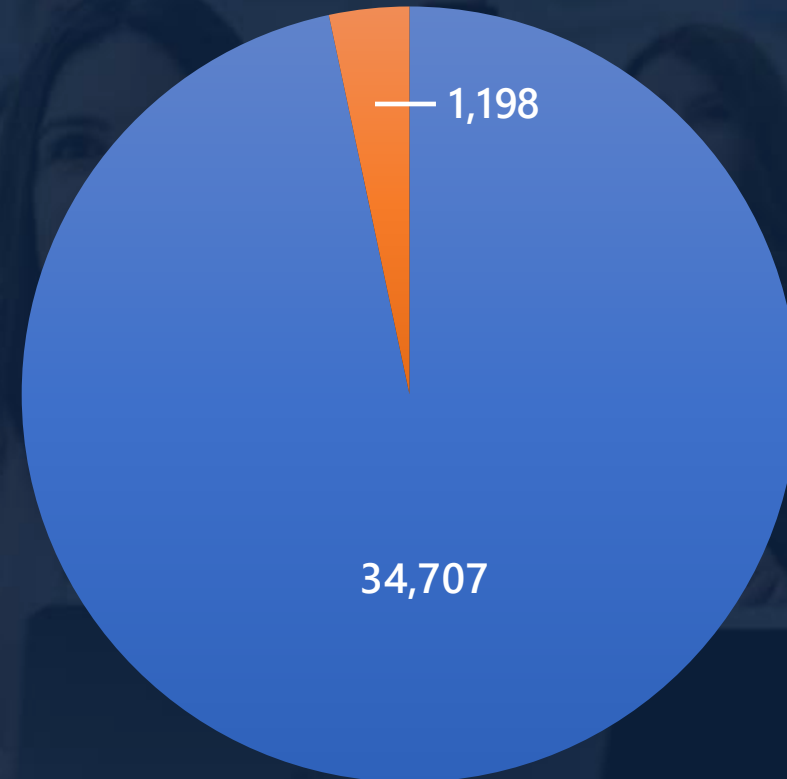
YOY Growth Rate Fall '23 - Fall '24

- Online: 12% (1,198)
- Residential – 3% (34,707)
- Conversion rate: 8.5%
- National average: 1.8%

Distinctive Fully Online Programs

- US News & World Report
 - 2021: No. 246
 - 2022: No. 138
 - 2023: No. 85
 - 2024: No. 57
 - 2025: No. 71 (top 22%)
- Forbes: Top 5 Cyber Security (2024)

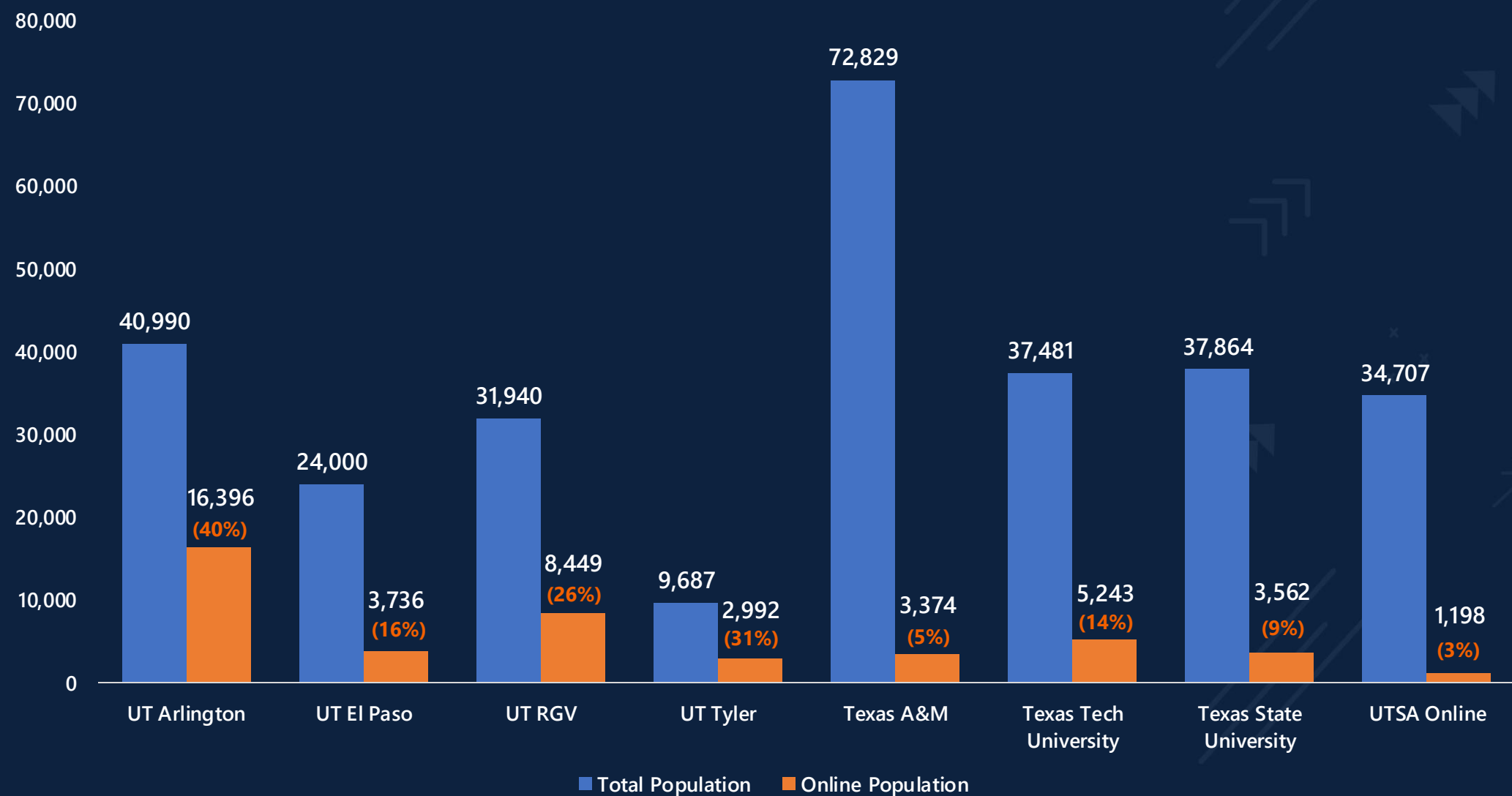
Percentage of UTSA Student Population



■ Total Population ■ Online Population

Data as of December 2024

UTSA Online vs. Texas Institutions

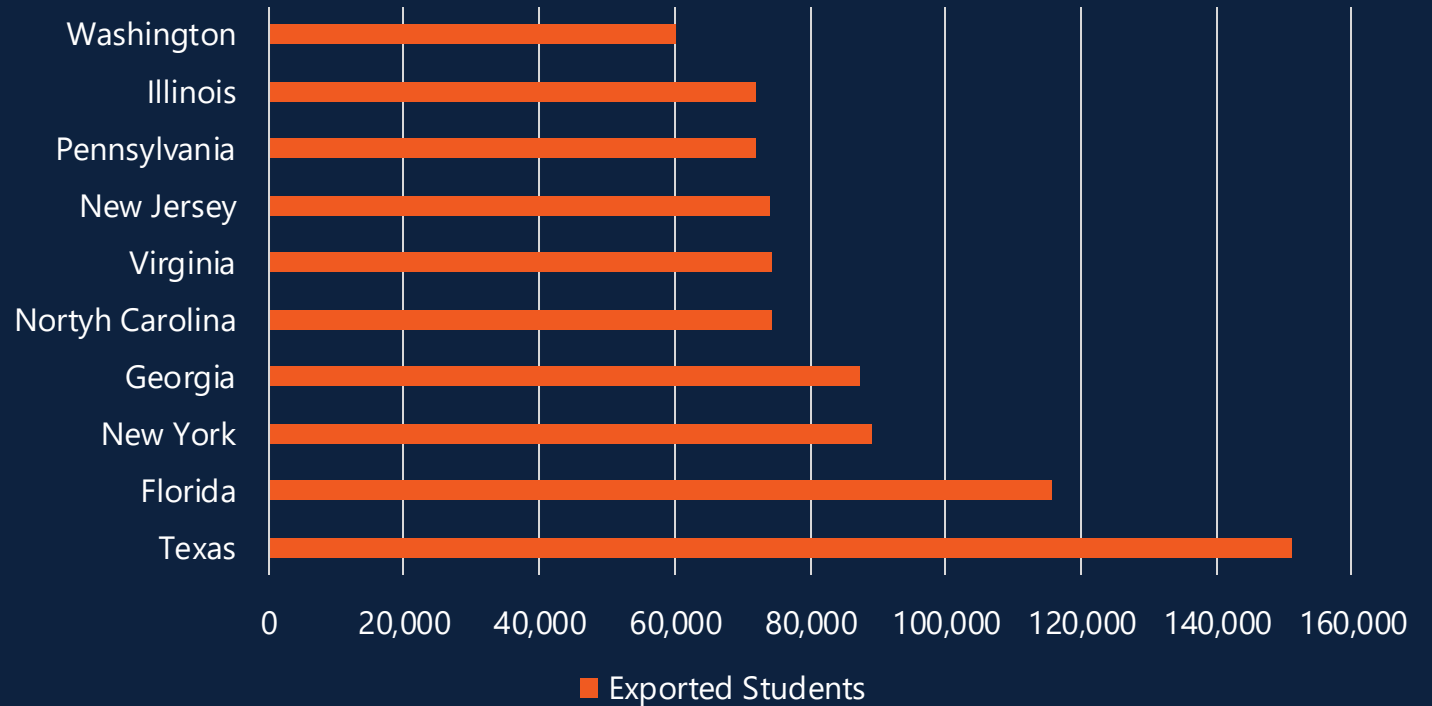


Significant Potential for Enrollment Growth

"It is noteworthy that none of these states includes a single institution that is among the largest online institutions in the nation."

[Source: RNL and NC-SARA Analysis](#)

Largest "Exporting" States



- **Texas Underperforming State** – 150,000 Texas residents are enrolled in online programs out of state
- **Need For Additional Inventory** – UTSA Online must continue to add new degree programs to remain competitive
- **Speed to Market** – Average time to approve new program for online can be as long as 1-2 years

National Context: CHLOE 9 Data

- **25%** of online programs use an Online Program Management company (OPM); declined from 50% over 10 years
- **52%** of online programs generate net revenue
- **15%** of online programs are a net cost
- Top three strategies
 - **50%** are building new (only online) academic programs
 - **45%** are taking current popular, on-campus programs and moving them online
 - **43%** are building employer requested programs
- **31%** have a fully integrated online strategy; **23%** focus on specific student groups; **39%** are working on their goals
- **50%** online programs tuition same as on campus; **50%** either lower or higher
- **42%** feel online resources are inadequate; **39%** feel online resources are adequate for growth

Online Programs

Challenges

- Relatively lengthy process for adding new degrees
- System and Coordinating Board practices lag behind market demands
- Continual assessment of online financial model to promote growth

Opportunities

- Artificial Intelligence
- Education
- Health
- Continual Market Scan



Sallye Barnes '23
B.A. Communication

Professional and Continuing Education

PaCE

Professional and Continuing Education (PaCE)

Serving learners of all ages in South Central Texas

- PaCE delivers innovative, transformative learning programs tailored to the diverse needs of South-Central Texas and beyond.
- Our nationally recognized team develops high-value credentials, connecting campus, community, and industry to drive economic growth and development.

PaCE local workforce development

- Since 2019, PaCE has empowered 18,846 learners with the skills and knowledge to achieve their personal and professional goals.
- 94% of PaCE participants live and work in San Antonio



PaCE & the YMCA

PaCE

Key Strengths

- San Antonio based
- Connects with community
- Responsive to market and workforce demands
- UTSA-managed continuing education programs

Signature Programs

- Paralegal Certificate Program
- Mediator Certificate Program
- RBT Training
- Certified Medical Billing and Coding Specialist
- Lean Six Sigma Training
- Generative AI

7,136

FY24 Enrollment
(1,964 in FY20)

1,136

Classes offered in FY24
(630 classes in FY20)

12.45%

Enrollment increase
from FY23

2,485

Students in professional
development programs FY24
(7.86% increase from FY23)



PaCE Community Art Programs

Inspiring new generations of artists at UTSA Southwest and beyond



1,929

Adult Enrollment

31% increase from FY22

2,722

Youth Enrollment

73% increase from FY22

4,651

Total Enrollment

53% increase from FY22

532

students

Engaged with the Artist
in Residence (AIR)
program, getting
creative experiences in
local schools



PaCE Organizational Partnerships

Connecting regional, public and private sectors
with workforce development solutions

PARTNERS:

- USAA
- Kahlig Auto Group
- Turner Construction
- United Way
- The YMCA of Greater San Antonio
- Beldon
- Lancer Worldwide
- CyManII

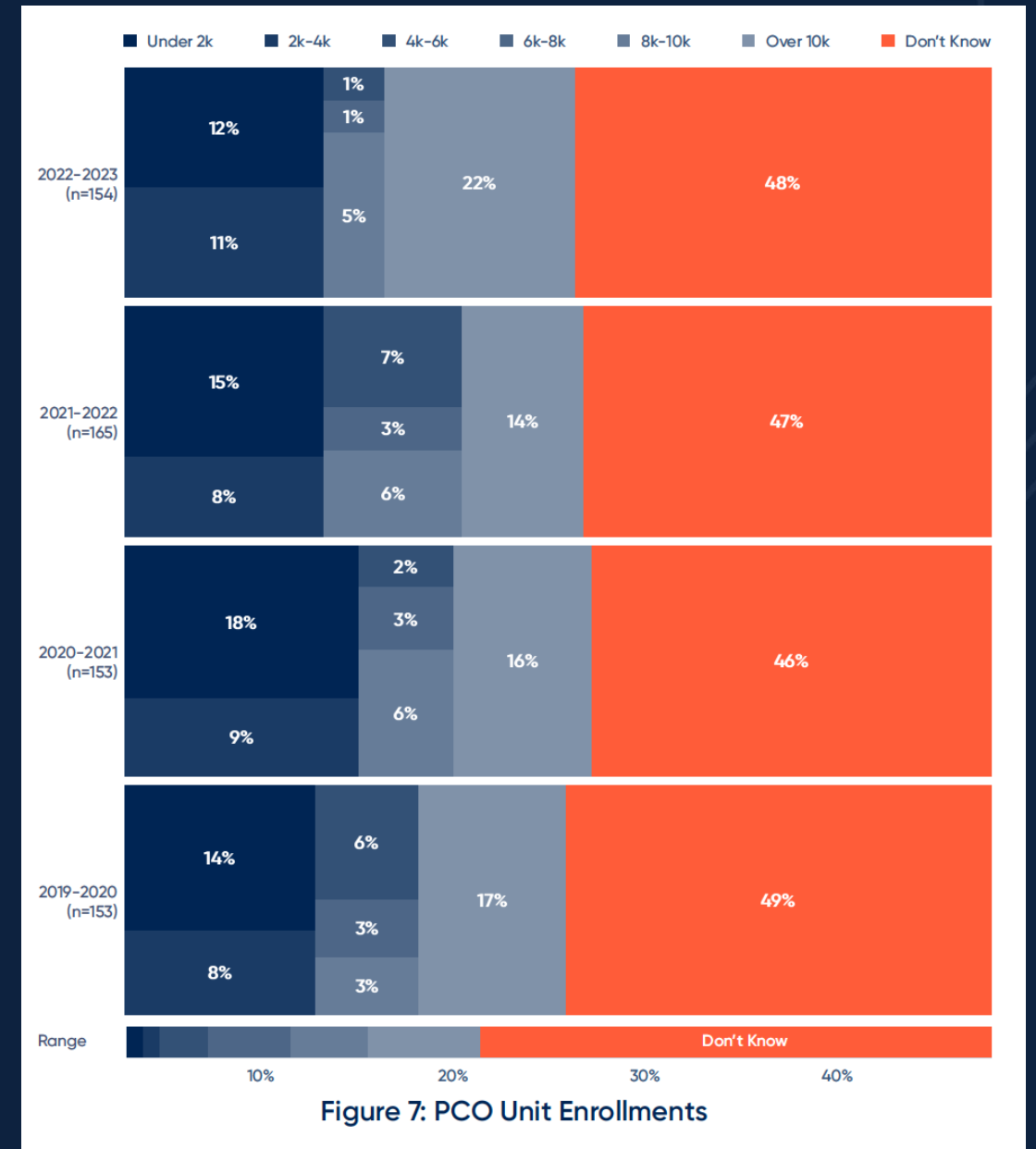


Comparing PaCE Programs Nationally

- **Survey Findings:** 48% of institutions don't know their online and continuing education enrollment numbers; the median enrollment for those that do is 8,550. PaCE's combined enrollment is 8,334.
- **Best Practices:** PaCE is a national best practice for enrollment and funding models, presenting at five national conferences.
- **Recognition:** EAB highlighted UTSA PaCE's funding models in Fall 2023 roundtables and publications.

About half of all respondents did not know their enrollment numbers.

From July 1, 2022 to June 30, 2023, institutions had an average PCO unit enrollment of 17,570, with a median of 8,550. Twenty-two percent had over 10,000 enrollments, 11% between 2,000 and 3,999 enrollments, and 12% under 2,000. Average enrollments in 2022-2023 were greater than in 2021-2022 (12,047) and 2020-2021 (16,384). Approximately half of respondents in all four surveys did not know their enrollment numbers. In the 2024 survey, 2 respondents used headcount data, rather than enrollment data, and were not included in the figure.



PaCE

Challenges

- Aging facilities
- Dependence on third-party program providers
- Unpredictable marketplace changes

Opportunities

- Programs can easily be scaled up
- Expansion of community / corporate partnerships
- Credit for prior learning / stackable credits
- Building internal capacity to produce in-house programs, protecting IP and ensuring alignment with UTSA programs



Video Production

Video Production

Strengths

- Ensures UTSA brand and messaging alignment
- Provides technical and audience expertise
- Allows for greater flexibility in creating video content

Key Initiatives

- Leads enrollment marketing video production for Online Programs and PaCE
- Provides in-house video expertise for faculty and instructional design staff to use incourse development and transformation
- Enhances UTSA storytelling efforts and supports major university events



Louis Lopez
YMCA of Greater San Antonio
President & CEO

Video Production Stats

Challenges

- Lack of institution-level video production branding standards for news stories

Opportunities

- Integral to success of market-driven areas
- Supports and guides UTSA Film Studies program
- Growing South Texas film and media industry
- Experiential learning opportunities for Film Studies students

62

Video Produced
AY24

29

Videos for Teaching and
Learning Support

15

Videos for UTSA Online
and PaCE
(cut and mixed repeatedly
for social channels)

\$2,500

-\$25K

Market cost of
one professionally-
produced video

Amplifying Value



Video Shoot

UTSA Online Blog

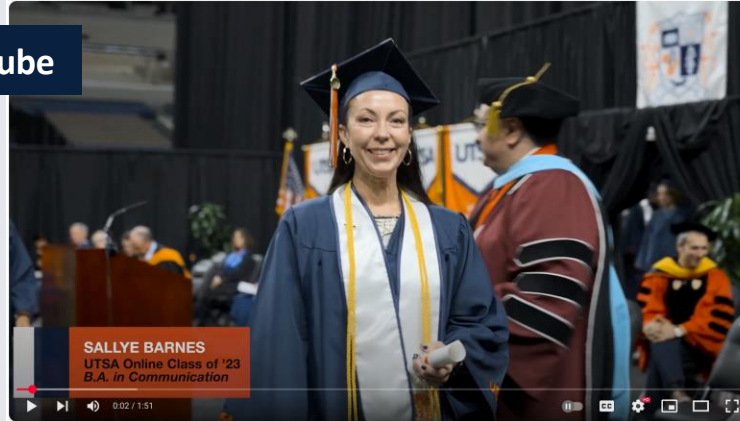


Student Spotlight: Sallye Barnes, Communication '23

July 31, 2024

Student Spotlight: Sallye Barnes, Communication '23 "This is a bucket list item for me. It's something I've wanted since I was a little girl." Sallye Barnes shared those words with us before she crossed the stage with her Bachelor of Arts in Communication in Fall 2023, more than 20 years after she began her collegiate [...]

YouTube



UTSA Online

369 followers

6mo • Edited •

You've seen the support from Sallye's family through her educational journey. Today, she talks about what drove her to return and the determination to finish. We're so proud of you, Sallye! [#UTSAOnline](#) [#BirdsUp](#) <https://lnkd.in/dXkTvDDt>



UTSA Online Student Spotlight - Sallye Barnes '23

youtube.com

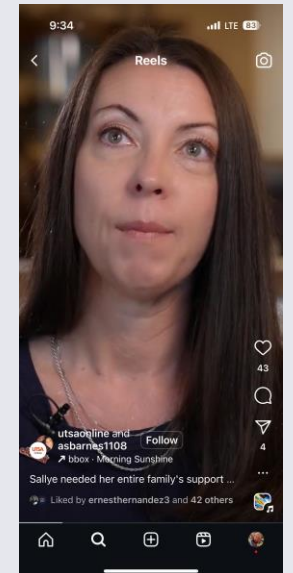
LinkedIn

Twitter



UTSA Online @UTSAonline · 7/31/24

From starting college after high school to taking time off to raise a family, Sallye's journey has been adventurous. With UTSA Online, she finally accomplished her goal of earning a degree. 🙌 her story: bit.ly/4doRS5d



Facebook & Instagram

Teaching, Learning & Digital Transformation

(TLDT)

Teaching, Learning and Digital Transformation (TLDT)

Piloting the next era of education

TLDT's modern and uncommon structure is shaping the future of higher education by integrating innovative teaching practices, advanced technologies and strategic partnerships. We focus on continuous improvement, creating transformative education experiences wherever learning takes place, cutting-edge faculty development, peer networks and proactive support.

2025 Priorities

- Piloting new digital tools and classroom tech to enhance student success
- Increase OER usage among faculty
- Expand future-focused faculty professional development and peer learning communities
- Continue to pioneer GenAI in higher education

Adobe 5th
Anniversary Event

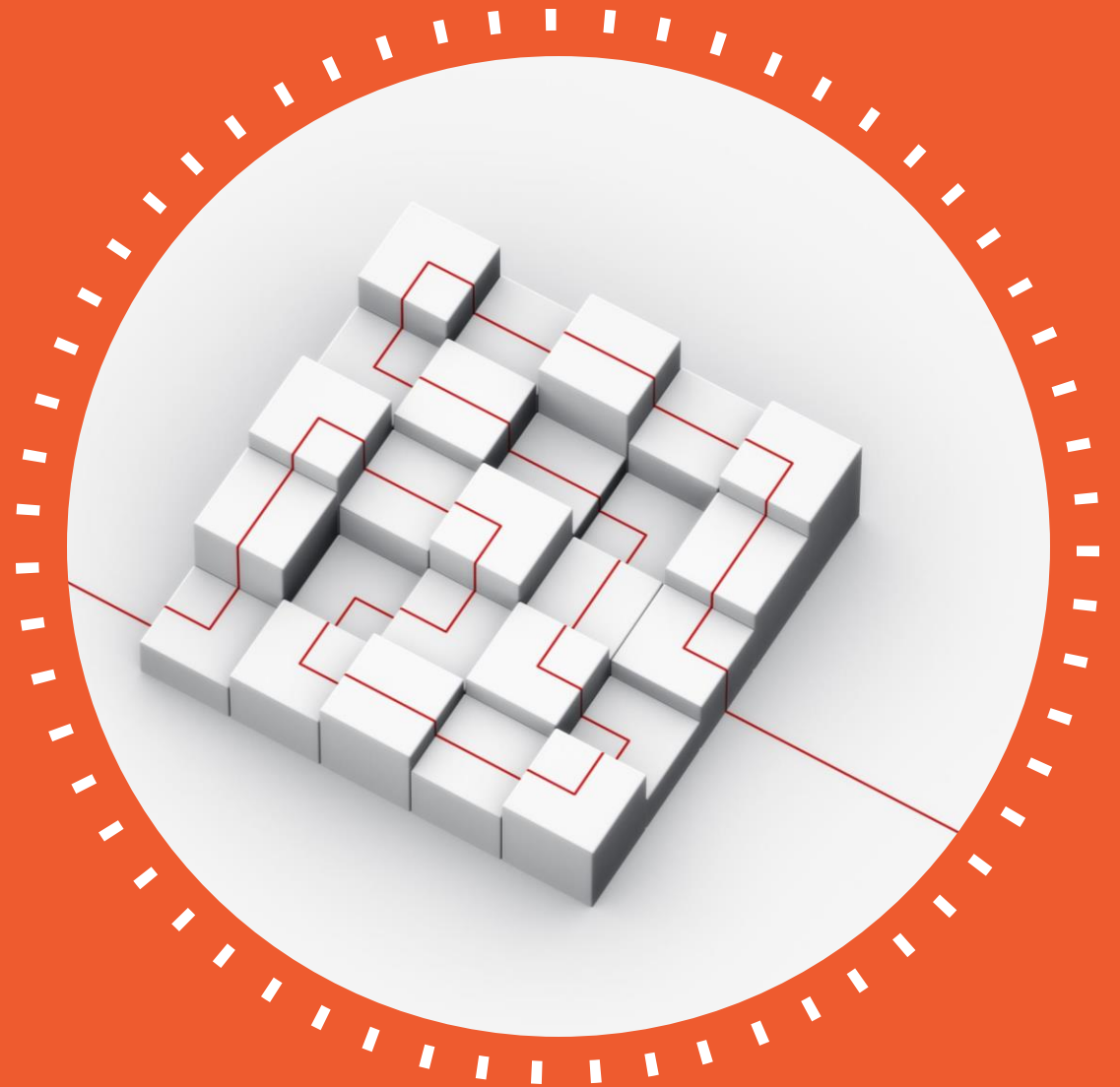


Virtual Reality Pilots

Teaching, Learning & Digital Transformation (TLDT)

A Unique Structure: A first of its kind in Texas.

Our unique structure integrates innovative teaching practices, digital programs and courses, advanced technologies, emergent classroom audio/video technologies and support, measuring the impact of practices, learning networks and communities, and strategic partnerships.



UTSA vs. Other UT System Institutions: A Comparative Advantage

UTSA TLDT:

- **Centralized Innovation Hub:** A dedicated Academic Innovation Center that serves as the heart of our efforts to inspire and support faculty and student creativity and curiosity.
- **One-Stop Support:** Comprehensive support for faculty and students, all under one roof, ensuring seamless access to resources and assistance.
- **Robust Resources:** Extensive resources available for pilots, explorations, and innovation, fostering a culture of continuous improvement.
- **Clear Pathways:** Streamlined processes and clear pathways for faculty and students to access the support they need.

Other UT System Institutions

- **Decentralized Structure:** Multiple units, such as UTEP's InsPIRE and Learning Environments, handle different aspects of teaching and learning.
- **Limited Resources:** Fewer resources are available for pilots and exploration, which can hinder innovation and experimentation.
- **Navigational Challenges:** Faculty and students need to navigate multiple units to find the support they need, leading to potential confusion and inefficiencies.

Our Aspiration: Becoming A New National Model

A Centralized Source for Teaching and Learning Innovation Beyond Course Modality

Duke University

- Learning Innovation
- Approx. 66 Full-time employees
- Central source for teaching and learning innovation on campus and online.

University of Michigan

- Center for Academic Innovation
- Approx. 115 Full-time employees
- Founded to design the future of learning through research, innovation, experimentation, and iteration.

UT San Antonio

- Teaching, Learning, and Digital Transformation
- 55 Full-time employees
- Central source to create and support a culture of pedagogical innovation and digital transformation to enhance faculty teaching and research and student learning and success.

Est. 2017

Est. 2019

Est. 2021

TLDT: A First of Its Kind in Texas

Academic
Innovation Center
(AIC)

Innovative Faculty
Development

Curriculum
Innovation Across
All Modalities

High-Quality
Digital Programs

Research and
Measuring Impact

Educational
Technologies

Classroom
Technologies
and AV

Learning Networks
and Communities

Microcredentials
and Badges

Advancing
Digital Literacy

Cross-Collaboration
with Student
Success

Strategic
Initiatives



A Culture of Collaboration and Partnership

- Faculty Senate
- Student Government Association
- Student Success
- Student Affairs
- Engaged Learning
- Faculty Success
- The Graduate School
- UTSA Colleges & Departments
- College of Sciences
- Department Chairs
- Faculty Champions
- Association of Distinguished Teaching Scholars
- UTSA Libraries
- University Career Center
- Institutional Research
- Associate Deans

TLDT Approach: How is This Working?

Collaboration and Networks:

- Over 50 Faculty Champions
- Multiple Initiatives in partnership with Student Success
- Over 10 different peer learning communities

Pop-ups and Support on Emerging Topics:

- Generative AI exploration for faculty and students
- Future-focused Learning Spaces
- Microcredentials

Pilot to Practice Model:

- XR for teaching and learning, including Metaverse Courses
- Generative AI exploration in courses
- Adobe Firefly support and resources for students
- 56 newly renovated Innovative learning spaces with cutting-edge technology

Measuring Impact:

- Creating emerging good practices by measuring impact of new ideas, classes, programs and more

Empowering Student Success through Measuring Impact

60%

of UTSA faculty have participated in professional development programs

National Average:
25-30% (2023-2024)

Student Experience Project

- Impacting more than 5,600 students.
- Reduced DFW rate by an average of 3% across participating colleges with some colleges seeing decreases in DFW rates as large as 5 to 9%.
- 15% increase in student engagement and a 10% improvement in course retention rates.

Course Transformation Project

- POL 1013 was selected for course transformation.
- DFW rates for all instructors saw 7% decrease compared to previous semester.
- Improved student outcomes
- The transformation improved student success and significantly reduced achievement gaps among key populations.

ACUE

- DFW rates decreased by 3.6% for faculty who participated in the Effective Teaching Practices program.
- Established faculty cohorts and learning communities.
- Continuing to analyze impact.

Broadly Educated and Specifically-Skilled: Promoting a resilient mindset along with evolving skills



Microcredentials

- 8,992 total enrollments in the Coursera platform.
- Coursera microcredentials were added to 42 courses, influencing more than 4,300 students.
- 3,361 course certificates and 90 specialized certificates have been awarded to UTSA students.



Adobe

6th year as an Adobe Creative Cloud campus. Approximately 23,000 subscribers and more than 5,000 faculty, staff and students trained through Academic Innovation events and activities.

TLDT

Challenges

- **Funding:** Secure funds for upgrading 106 classrooms to modern standards.
- **Faculty Engagement:** Increase participation in professional development.
- **Change Management:** Support agile integration of new solutions.
- **Staff Capacity:** Expand staff for new initiatives.

Opportunities

- Expand leadership in pedagogical innovation and digital transformation.
- Refine process to measure student engagement and success.
- Build larger network with faculty and student groups to understand their needs.
- Ensure faculty have networks to connect with others sharing similar interests.
- Collaborate with faculty, staff, and students to enhance teaching and learning experiences.



Academic Innovation Support Offices

VPAI & Funded Positions

Embedded Support Across Academic Innovation

VPAI

- Fosters collaboration between Academic Innovation and partners
- Provides division-wide business services support
- Manages strategic initiatives

Strategic Communications

- Aligns communications efforts with larger institutional messaging and strategy
- Coordinates communications efforts for enterprise-wide activities

Institutional Research & Analysis

- Aligns data collection and reporting to demonstrate institutional impact

Generative Artificial Intelligence at

UTSA How Academic Innovation Was Ready to Leverage the Moment

- **PHASE 1**
Building an Ecosystem and Enhancing Knowledge
- **PHASE 2**
Faculty Development and Impact Measurement
- **PHASE 3**
Focus on Students and Digital Literacy

2022

- **NOV:** ChatGPT Public Release
- **DEC:** GenAI Cloud Repository Created

2023

- **AY23:** Established the Academic Innovation Fellow position
- **JAN:** Launched the UTSA Faculty AI Peer Learning Network
- **SPRING '23:** Hosted four GenAI webinars
- **SEPT:** Began developing GenAI Guidelines for UTSA faculty
- **OCT:** Presented at EDUCAUSE
- **NOV:** Launched online course for instructors.
- **DEC:** Began collaboration to measure impact of GenAI in IS1003.
- **DEC:** Conducted AI Pulse-Check Surveys

2024

- **JAN:** Conducted Generative AI Pulse-Check surveys.
- **FEB:** Launched 2 new UTSA PaCE programs on GenAI
- **MARCH:** Launched UTSA PaCE programs and hosted the UT System Conference.
- **APRIL:** Launched 2 new UTSA PaCE programs on GenAI

- **MAY:** Launched 2 new UTSA PaCE programs on GenAI
- **SUMMER '24:** Created 6 paid Student Emerging Technologies Partner internships.
- **SEPT:** Guidelines and Approaches for UTSA Students; co-hosted the inaugural GenAI Global Community of Practice event.
- **OCT:** Launched 2 new UTSA PaCE programs on GenAI

2025

- **SPRING '25:** Launched Student AI Technology Partners Internships
- **SPRING '25:** PaCE expands community programs
- **FEB:** Release updated Student GenAI Guidelines

Strategic Priorities and Budget

Academic Innovation Strategic Priorities

- Continue to build and expand a resilient and future-focused mindset across the division.
- Seek creative ways to expand staff to meet the evolving needs of the division and have UTSA Academic Innovation be seen as the place to work.
- Build on the opportunity to collaborate nationally (APLU) to lead the national discussion about the growth and development of Academic Innovation divisions and roles in higher education.
- Continue to strengthen financial viability, sustainability and growth of PaCE and Online Programs.
- Build on the successes of PaCE and Online programs to reinforce the role that UTSA plays in being the preferred provider in San Antonio business and adult learners for reskilling, finishing degrees or supporting workforce needs.

Academic Innovation Strategic Priorities

- Expand the use of impact assessment to inform practice.
- Build a much stronger feedback loop to the UTSA community and others around data collection, trends and best practices.
- Expand use of effective storytelling to amplify UTSA's destinations and reputation and to engage broader participation in Academic Innovation programs and support.
- Continually assess our work to identify future opportunities and rally resources to capture these opportunities, while also using data to assess what may need to be revised or eliminate for our work.



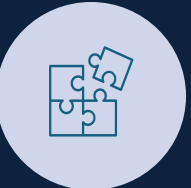
Enhancing Student Success: How Our Digital Learning Fee Supports the Next Era of Digital Transformation



Digital Learning Fee: **\$25/SCH**, for certain hybrid and online courses, with a maximum charge of **\$150 per semester**.



Introduced in **2005**, this fee has not increased in **20 years**.



Unlike similar fees, our fee **goes beyond supporting typical digital learning units and provides innovative learning experiences for all students**.



It fuels continuous innovation, ensuring our students access cutting-edge digital tools and resources.

Comparison with Other Institutions:

Institution	Fee Amount
UT San Antonio	\$25 per SCH
UT Arlington	\$25 per SCH
UT Dallas	\$25 - \$80 per SCH
UT El Paso	\$75 per SCH
UT Permian Basin	\$105 per SCH
George Mason University	\$35 per SCH
Portland State University	\$35 - \$75 per SCH
University of Central Florida	\$18 per SCH

Academic Innovation Reserve Summary

Numbers in thousands (000)

	Fiscal Year 23			Fiscal Year 24		
	Starting Balance	Utilization	Ending Balance	Starting Balance	Utilization	Ending Balance
ONL Programs Undistributed	4,396	3,024	1,372	1,372	(220)	1,592
All Other AI Roll Forward	5,748	(3,198)	8,946	8,946	1,327	7,619

All Other AI Roll Forward

- Used to support ONL programs, i.e. invest in marketing
- Teaching, Learning, and Digital Transformation (TLDT) investments including new Artificial Intelligence & microcredentials initiatives
- TLDT software cost increases – i.e. Canvas (\$722K) and Adobe (\$1M in FY25), total FY25 budget of \$3.1M, up from \$363K in FY19
- Host large-scale events such as 100YETP to develop partnerships & community connections, establish Academic Innovation as industry leader for higher education innovation
- Includes Net Sales & Services and endowments/gifts in Community Art Programs to continue expanding programs and meet market demand

Budget Planning Priority & Strategies

Align resources to meet current and emerging internal and external market needs

- **TLDT including Academic Technologies** – Faculty and curriculum support, software/LMS, classroom equipment, new initiatives (i.e. Artificial Intelligence, microcredentials). Technology investments go beyond tech and IT support (University Technology Solutions), but have a direct impact on student learning, engagement, and experiences
- **ONL** – Extend UTSA's brand by maximizing marketing budget impact, investing in new program launches to update inventory
- **CAP & PaCE** – Goal is to be as close to self-sustaining as possible, projecting cautious, optimistic growth, while meeting learner needs in new and existing markets
- **VPAI** – support entire division including events and partnerships (i.e. Adobe, STRADA, UT System)

From Entrepreneurial Upstart to Thought Leader

UTSA Academic Innovation is becoming a national model for teaching and learning excellence

Model for Student Success

- Horizons Report (2022)
- Horizons Report (2024)
- Conference on GenAI
- International Tour Visitors
- Design Star Award, Simple Syllabus (2023)
- Guide to Using Generative AI (Student Guide)
- Eduventures Award (2023)
- THECB Star Award (2024)

Great Public Research University

- V/R (Chris Packham, Rebecca Bria, and others)
- Guide to Using Generative AI In Teaching & Learning
- APLU
- 100 Year Ed Tech Project
- Chapters, blogs and articles in numerous higher ed publications and books

Innovative Place to Work, Learn and Discover

- Conference on GenAI
- Adobe Creative Cloud & Microcredentials for Faculty & Staff
- ACUE Movement Maker Award (2024)
- Campus-wide (multi-unit) Storytelling Workshops (2024)
- UPCEA (Marketing Excellence, PaCE)



Questions?

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Operational Review Packet

Name of Unit: Academic Innovation

College / Division: Academic Affairs

Contact Name: Melissa Vito

Phone/Email: melissa.vito@utsa.edu/520 370-5571

Type of Unit:

Academic Support Unit ☐

Auxiliary Unit ☐

Administrative Support Unit ☐

REQUIRED DOCUMENTS:

General Information to "Tell Your Story" ☒

Explain "who you are", "what you do", "how you do it", and "how it aligns to the destination & strategic initiatives."

Organizational Chart and Position Data ☒

Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes

Challenges / Opportunities ☒

Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus

Key Performance Indicators / Benchmarks / Comparisons ☒

Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations

Budget / Actual Financial Data ☒

5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections [Note: Template will be provided]

Explanation of Reserves ☒

Provide details of current balances and practice of adding to reserves each year; Provide 3 years of prior growth and current projection.

Supplemental Information (Optional) :

Customer Surveys ☒

Summary of current year results, along with changes over time

External Review Data ☐

Summary of results from an external source, such as related to accreditation/assessment

Trending Data ☒

Trend data showing how an operation has changed over time, explaining conclusions

Describe Any Additional Information Provided (Optional) :

Routing and Approvals:

Unit Director / AVP Signature: Melissa Vito

Date: 2/3/2025

Printed Name: Melissa Vito

Dean / VP Approval Signature: _____

Date: _____

Printed Name: _____