

FY2021 Operational Review Committee Final Report (Pilot Year)

Unit Reviewed: **Campus Recreation**
Date: **February 2021**

Unit Presentation Requirements

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

- General Information to “Tell Your Story”
- Organizational Chart and Position / Staffing Information
- Opportunities and Challenges
- Key Performance Indicators, Benchmarks, and Other Comparisons
- Five Year Financial Proforma
- Discussion of Reserves and Budget Planning

Goals and Initiatives

- The mission of Campus Recreation – providing inclusive facilities and programs that enhance the experiences and wellbeing of our diverse community – is compatible with UTSA’s core values and supportive of the university’s broader commitments to inclusivity and student success. Consistent with this mission, Campus Recreation has identified three pertinent goals: improve the wellbeing of the students served, recruit and develop a competent staff, and operate sustainably.
- Campus Recreation clearly values and invests in the development of student staff, providing opportunities to develop marketable skills in leadership, communication, conflict resolution, critical thinking, and teamwork.
- A series of unplanned modifications in the budget and expenditures over the past 15 years, coupled with a Recreation Fee that has not increased, present budgetary challenges.
- In the short term, Campus Recreation has sought alternative revenue opportunities, including offering American Red Cross Safety Courses, renting athletic fields, and expanding personal training. They are also considering other potential sources, including renting gym space for youth sports, providing strength camps for youth, increased conference hosting, and offering additional skills courses for UTSA and the broader community.
- Campus Recreation also instituted a series of cost saving measures, including negotiating wholesale pricing, eliminating positions, etc. They have also been proactive with internal preventative maintenance, upkeep, and repairs to minimize costs and lengthen the life of equipment.
- Despite these efforts to operate sustainably, there are longer-term budget concerns as facilities continue to age, student wages continue to increase, and professional staff salaries continue to lag considerably behind peer institutions in Texas.

Organization

- Campus Recreation is dedicated to providing enriched experiences and wellbeing opportunities through inclusive programs and facilities to UTSA's diverse community. Divided into two primary areas under one executive director, the Campus Recreation consists of a Member Services and Learning Development unit, as well as a Programs and Assessment unit. Campus Recreation maintains multiple locations – including Main Campus, Downtown Campus, and the West Campus – and offers a variety of indoor, outdoor, and virtual services and resources for students, faculty, and staff.
- The leadership team also engages in local, state, and national organizations and conferences such as NIRSA, Leaders in Collegiate Recreation, and the Association of Outdoor Recreation and Education.
- Employing the highest number of student workers, Campus Recreation is a strong example of dedication to student development. The department has collaborated with and invited other higher education professionals to tour the campus facilities, including those from The University of Texas at El Paso, The University of Texas at Arlington, Texas State, and the Big Ten leadership members.
- One concern is that the entire department currently employs only one administrative position to support 23 full-time equivalent (FTE) positions and 135 student staff for the 2020-2021 year. The number of student employees is down from 305 in the previous academic year due to the global pandemic and budgetary adjustments.

Operations

- Campus Recreation is an example of a unit that serves a very large customer base and at the same time is very customer-focused in terms of the services they offer. Their philosophy of serving the whole student is exemplary, tuning their operations and programming to meet specific student needs.
- The Student Development Program is an impressive model that reflects the vision of the university and is integral to their overall success. The intentionality of focusing on developing marketable skills, teaching conflict resolution, and developing a management track demonstrates careful attention to the entire student life cycle. Involving full-time staff is certainly an integral part of full-time staff development too. These efforts could be expanded by connecting with the Career Center and developing partnerships with industry or internships with local companies for students who may be studying in a related field of study.
- Campus Recreation appears to be operating with a healthy mix of FTE staffing and student workers. The size of the operation is impressive given the number of existing FTEs. Dynamically flexing with the current environment and at the same time looking at future needs requires strong leadership, and they have been very successful at this.
- Utilizing existing staff for minor repairs and facility maintenance is excellent; collaboration with Facilities where needed makes perfect sense. Perhaps Facilities could offer an apprenticeship/teaching program to staff and students about certain trades or skills necessary for maintenance.
- It is impressive to see the focus on cost-cutting measures and at the same time looking for other revenue-generation opportunities. Campus Recreation should consider approaching local companies to assist them with developing wellness programs, developing custom programs addressing unique needs, or engaging in consulting services utilizing our student staff expertise.

This could give students real-world experience connecting to the community and industry alike. Along these lines, the demo kitchen could be connected somehow to the local culinary institute at the Pearl, perhaps offering classes and helping support our students who may be interested in that field.

- Laura Munroe and her team are to be commended for operating a first-class facility for our growing student population, and doing so efficiently and effectively.

Finance

- Campus Recreation is funded by the Student Recreation Fee and sales and services revenue. It is financially responsible for operation and maintenance of all UTSA recreational facilities and related debt service. The mandatory fee cannot exceed \$150/term or semester without prior permission. HB2441, Sec. 54.543 may limit the ability for non-student use of facilities due to 'potential liability.'
- Campus Recreation's mission is to provide inclusive facilities and programs that enhance the experiences and wellbeing of its diverse community. KPIs show that enrollment and usage are trending up. Campus Recreation participation is tied to continued enrollment and success at UTSA.
- Issue 1: The budget is slightly less than adequate to support the mission due to debt service burden and policy against charging extra fees. Campus Recreation should continue to look for new ways to utilize its resources to provide programs and services to the community by working with campus partners.
 - Demonstration Kitchen - partner with on-campus units (e.g., the College for Health, Community and Policy) to offer cooking classes to community groups and non-profit organization.
 - Massage Studio – offer therapeutic massages for campus community (faculty, staff, and students).
 - Strength Training Program – dispatch student strength trainers to high schools/school districts for a per semester fee.
 - Conference Hosting – host athletic training or strength training association annual conferences and meetings.
 - Consider adding naming rights as a source of income for all or part of Campus Recreation facilities.
- Issue 2: UTSA staff salaries are below average and student staff may see increases in wages if minimum wage legislation passes. Moreover, new cost sharing will be implemented next fiscal year.
 - Campus Recreation should continue to monitor the wage situation. Close monitoring of turnover rates relative to peer institutions, if available, would also help. San Antonio does have a lower cost of living than many other parts of the country, and some of these numbers could be adjusted for differences in costs, but Ms. Munroe rightly notes the problems in hiring and retaining key employees. The student staff development program is stellar.
- Issue 3: Cost Efficiencies
 - Campus Recreation does an admirable job in extending the life cycle of its equipment through internal repairs. They should continue to monitor programs for cost benefits with an eye towards discontinuing programs that are underutilized and expanding programs that are highly used

Assessment

- Campus Recreation uses some assessment methods to analyze pricing and within its daily operations. It is primarily supported by the Recreation Center Fee, which is assessed to all students.
- In order to assess comparative affordability and value, the Campus Recreation has benchmarked its fee against other Texas public and aspirant peer institutions. This assessment includes factors such as full-time staff headcount, whether the comparison entity has services like a nutrition assessment or amenities like outdoor equipment. In the presentation of this benchmarking, they noted that their benchmarking showed that their fee was a little higher than the average but offered some services and amenities for free that others did not.
- In order to optimize the life of their equipment, which is a high cost for them, the staff analyzes the usage statistics on the machines and moves them around to optimize utilization, demonstrating the use of metrics in equipment efficiency.
- For overall performance assessment, Campus Recreation has identified several Key Performance Indicators. They use the statistics of Annual Card Swipes and Distinct Users to determine the level of use of the facility and whether that use improves over time. Campus Recreation sends an annual student survey, which asks the level at which participation in Campus Recreation activities has positively influenced student success. The % score has increased from 73% in 2013 to 84% in 2019; however, it was not clear from the presentation specifically how they use that data in a year in which the score declines or does not meet the target. While the Campus Recreation offers a variety of fun and creative wellness activities, the presentation was not clear on whether specific programs are regularly assessed for student satisfaction.
- The Campus Recreation team has also created a Retention Rate and Rec Engagement Score. The score is based upon participation in events such as an exercise class or trip. Through this scoring system, Campus Recreation has been able to compare the first-year retention rates of Rec Center users and non-users and found that retention was 7% higher among users and 10% higher for students with higher Rec Center usage. This KPI allows the Rec Center to demonstrate its value in supporting student success at UTSA. It was not clear whether there is a target for this KPI. While this score could indicate a linkage between Rec Center usage and student retention and is a helpful way of looking at Rec Center usage, there is no way to determine whether Rec Center usage is causally linked to higher retention rates.
- We recommend that some method of periodic assessment be considered for specific programmatic areas, perhaps as part of the annual survey. More broadly, since the unit is supported through a student fee, we recommend the Campus Recreation document and publish its assessment plan in terms of how the collected KPI data will be analyzed, used to consider possible changes, and communicated to the campus community.



Campus Recreation

Operational Review – Departmental Overview

February 11, 2021

Department Vision and Mission

Vision

To be recognized leaders in student development and collegiate recreation.

Mission

Campus Recreation is dedicated to providing inclusive facilities and programs that enhance the experiences and wellbeing of our diverse community.

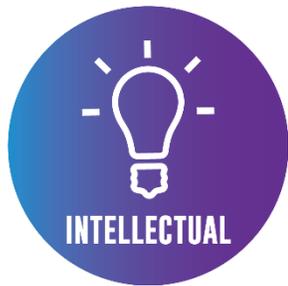


Our Purpose

Enriching personal wellbeing.

Inter-association Definition of Wellbeing (NIRSA, NASPA, ACHA)

We define well-being as an optimal and dynamic state that allows people to achieve their full potential.



Departmental Values

Integrity

We embody being honorable, fair and honest.

Accountability

We are responsible and responsive to the needs of our staff and constituents.

Learning & Development

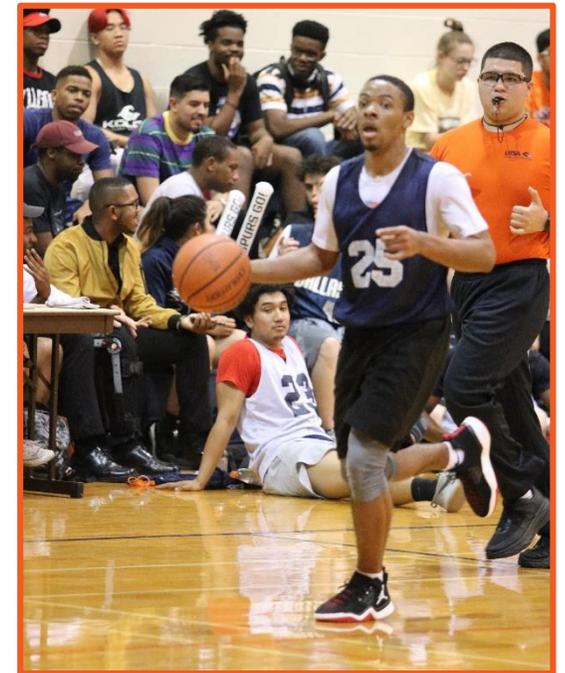
We contribute to the ongoing enrichment of the whole person through a wide variety of experimental learning and growth opportunities.

Innovation

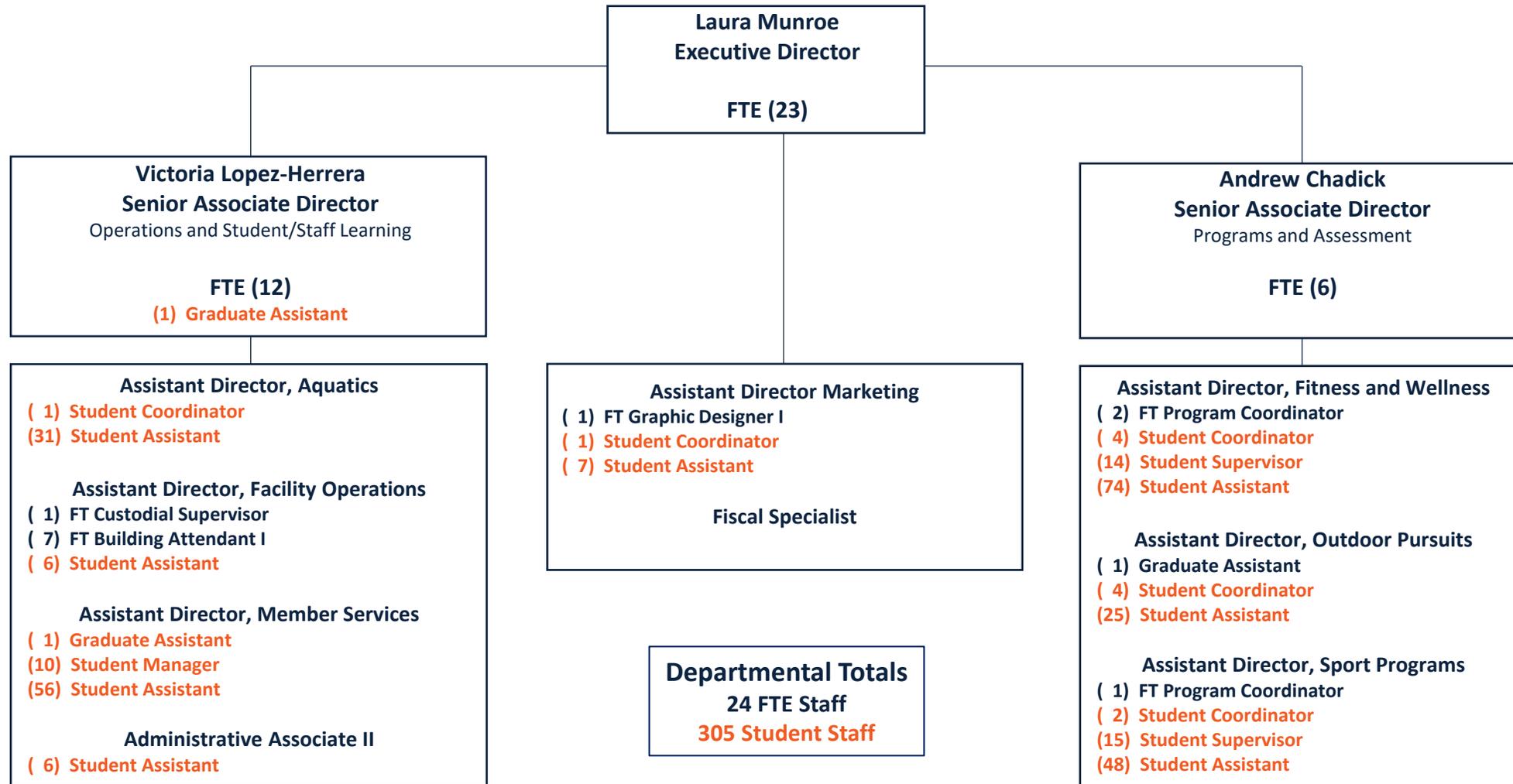
We promote ingenuity, creativity, exploration and growth.

Inclusion

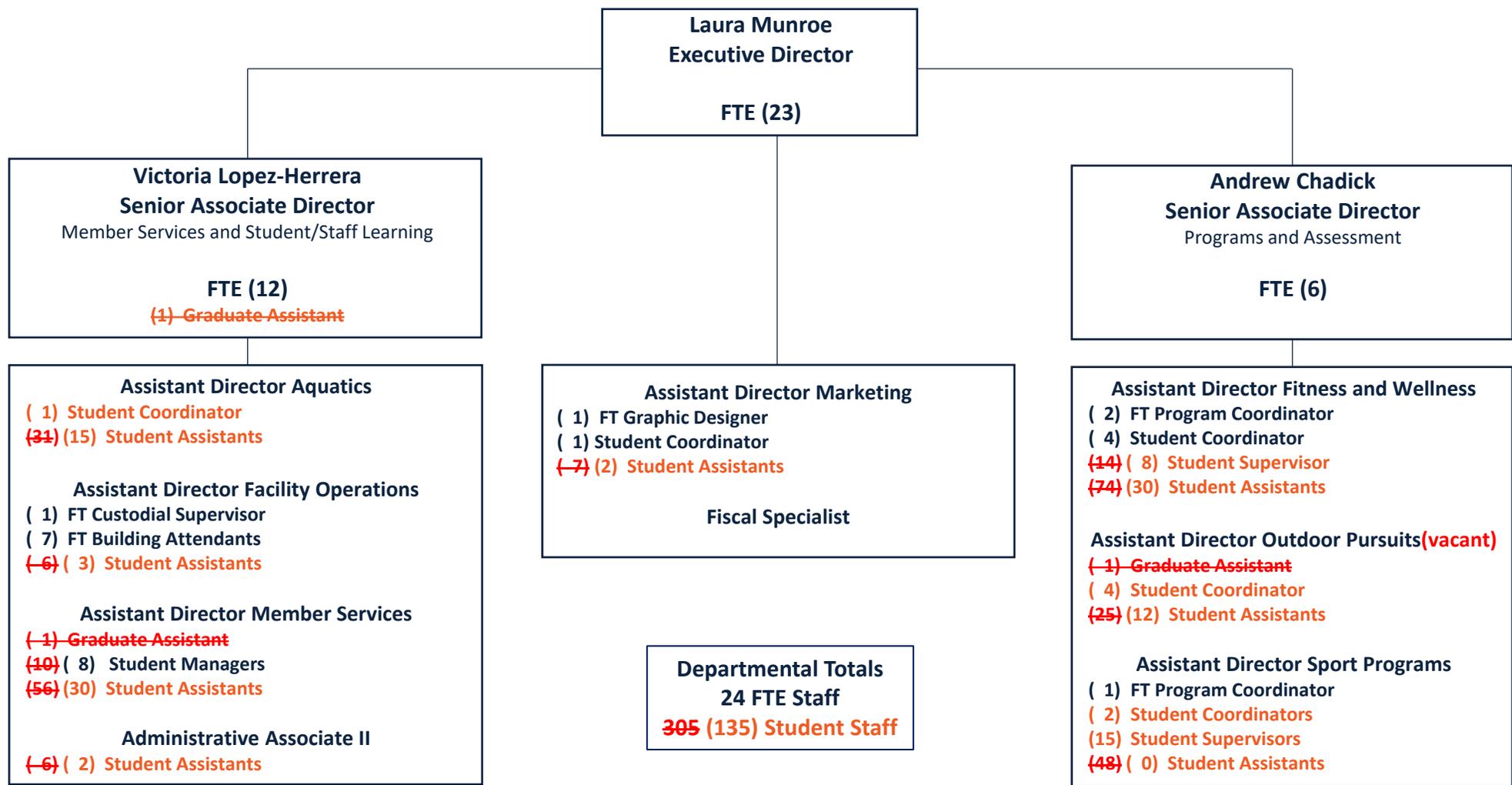
We provide an open and welcoming environment to meet the needs and interests of a diverse population.



Organizational Chart



Organizational Chart – 2020-2021



Campus Recreation Facilities – Main Campus

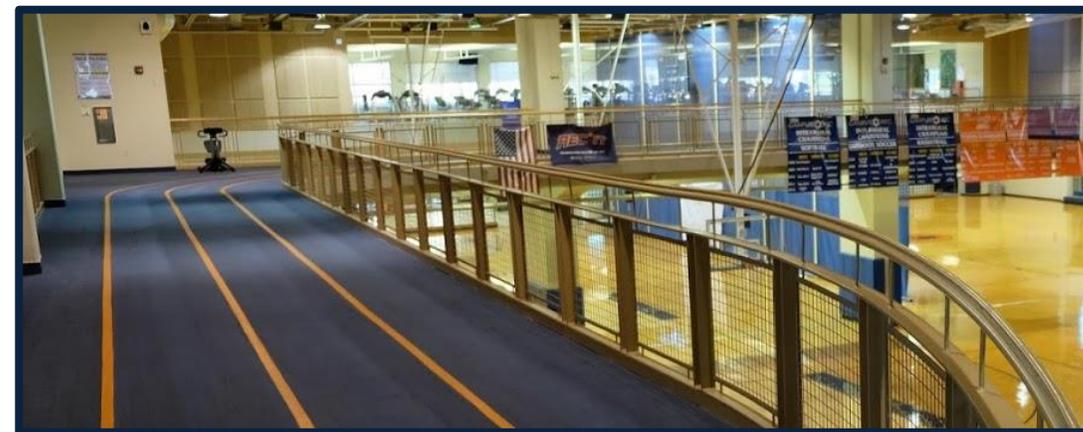


- **Campus Recreation is funded solely from the Student Recreation Fee and the sales and services revenues it generates.**
- **Campus Recreation is financially responsible for the operation and maintenance of all of the UTSA's Campus Recreation facilities as well as the related debt service.**

Our Facilities

Recreation Wellness Center (182,000 Square Feet)

- 4 basketball (multi-purpose courts)
- 4 racquetball courts
- 4 dance studios
- 4 weight/cardio areas
- 1/6 mile 3 lane track
- MAC gym
- lounge spaces
- administrative offices
- 2 swimming pools
- 54' rockwall
- outdoor pursuits resource center
- demonstration kitchen
- massage studio
- fitness assessment room
- sand volleyball court
- locker rooms



RECREATION WELLNESS CENTER

First Floor

- X North and South Gates
- 1 Lobby
- 2 Member Services Desk
- 3 Administration Office
- 4 Locker Rooms
- 5 Courts
- 6 Functional Training and Cardio Area
- 7 Weight Room
- 8 Outdoor Resource Center
- 9 Leisure Pool
- 10 Lap Pool
- 11 Racquetball Courts (4)
- 12 Games Lounge
- 13 MAC Gym
- 14 Weight Room Desk
- 15 Marketing Suite
- 16 Rockwall
- 17 Sand Volleyball Court

-  Elevator
-  Stairways
-  Restrooms
-  Entrances / Exits



RECREATION WELLNESS CENTER

Second Floor

- 1 Weight / Cardio Room
- 2 Demonstration Kitchen
- 3 Wellness Suite
- 4 Blue Studio
- 5 Orange Studio
- 6 Texas Room
- 7 San Antonio Room
- 8 Rowdy Studio
- 9 Rec Studio
- 10 Cardio
- 11 Indoor Track



Elevator



Stairways

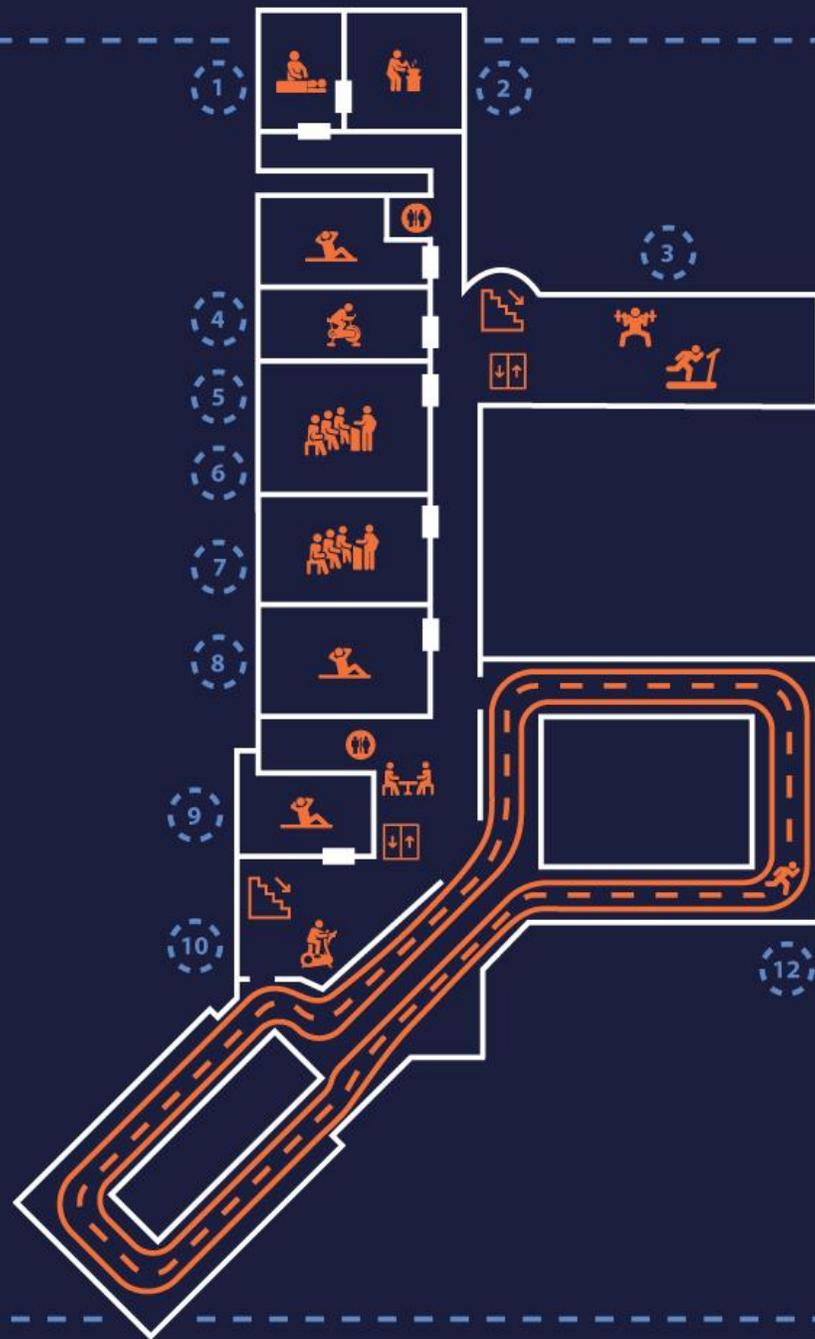


Restrooms



Entrances / Exits

UTSA
Campus Recreation



Our Facilities

Recreational Field Complex (Approx. 11 Acres)

- one full-size soccer field
- 7 flag football/soccer fields
- walking/jogging track
- equipment storage/check-out building
- one regulation football field
- restrooms
- storage facilities for varsity football and the marching band

Downtown Facilities

- Fitness Center (3,590 Square Feet)
- SportsCourt™ (outdoor basketball court)



Operational Hours

Recreation Wellness Center (RWC):

Monday - Thursday 6:00am - 12:00am
Friday 6:00am - 10:00pm
Saturday 10:00am - 8:00pm
Sunday 12:00pm - 12:00am

Downtown Facilities:

Monday – Friday 6:30am - 9:00pm

Recreational Field Complex:

- Gates open 30 minutes after the RWC
 - Equipment Lending and Supervisor
- Sunday – Friday 5:00pm - 11:45pm
Saturday 1:00pm - 5:00pm



Operational Hours *Spring 2021*

Recreation Wellness Center (RWC):

Monday - Friday 6:00am - 9:00am
 11:00am - 2:00pm
 4:00pm - 8:00pm
Sunday 11:00am - 2:00pm
 4:00pm - 8:00pm

Downtown Facilities:

CLOSED

Recreational Field Complex:

CLOSED



Facility Usage Numbers: At-A-Glance

August 24, 2019 – February 29, 2020

Recreation Wellness Center



110
Hours/Week
Fall and Spring

324,492
Card Swipe Entries



17,058
Unique Participants



13
Students On Staff
During Peak Hours



479,145
Average Card
Swipes Annually

Downtown Fitness Center/SportsCourt™



70.5
Hours/Week
Fall and Spring



2,855
Card Swipe Entries



665
Unique Participants

Recreational Field Complex



88
Hours/Week
Fall and Spring



44
Hours/Week Field
House Open for
Equipment
Check-Out



122,824
Participants
Counted During
½ Hour Counts



3,200
Hours of Club Sport
Practices



3,117
Hours of
Reserved Fields

Programming and Support

Aquatics

- Aqua Cardio
- Aqua Zumba™
- Key Log Rolling
- Open Swim
- Safety Courses
- Sand Volleyball
- Swim Lessons
- SUP Yoga
- Wibit™ obstacle course



Programming and Support

Club Sports

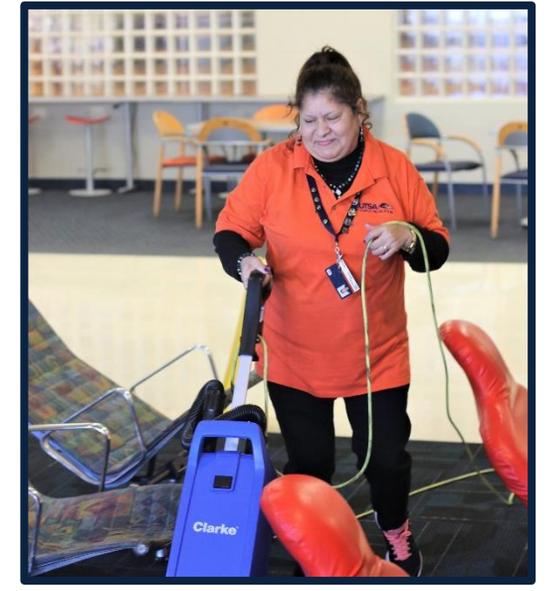
- Baseball
- Climbing
- E-Sports
- Fencing
- Golf
- Lacrosse (M & W)
- Mixed Martial Arts
- Powerlifting
- Quidditch
- Rugby (M & W)
- Soccer (M & W)
- Softball
- Swimming
- Table Tennis
- Tennis
- Triathlon
- Ultimate (M & W)
- Volleyball
- Wakeboarding



Programming and Support

Facility Operations and Special Events

- Custodial Services
- Facility Set-ups
- Facility Rentals
- Maintenance
- Special Events



Programming and Support

Fitness and Wellness

- Group Exercise
- Cardio and Strength Clinics
- Cardio and Strength Competitions
- Demonstration Kitchen
- Fitness Assessments
- Informal Drop In Use
- Massage Therapy
- Nutrition Assessments
- Personal Training



Programming and Support

Intramural Sports

Leagues

- Basketball
- Dodgeball
- Flag Football (4s)
- Flag Football (7s)
- Indoor Soccer
- Kickball
- Sand Volleyball
- Soccer
- Softball
- Volleyball

Tournaments

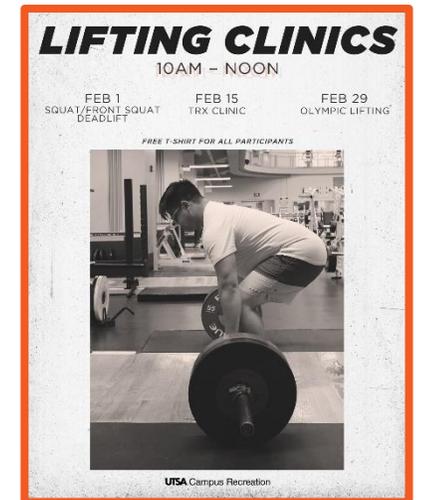
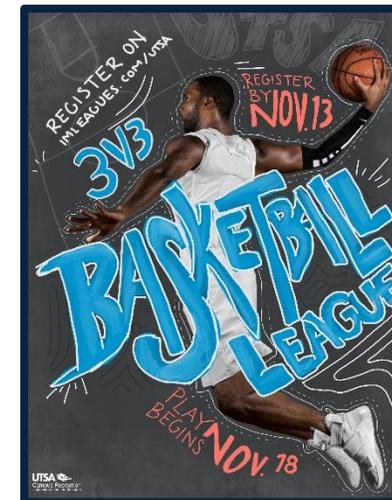
- 3 Point Contest
- Badminton (S/D)
- E-Sports
- Free Throw Contest
- H.O.R.S.E.
- Punt, Pass, Kick
- Table Tennis (S/D)
- Tennis (S/D)
- Ultimate



Programming and Support

Marketing and Communication

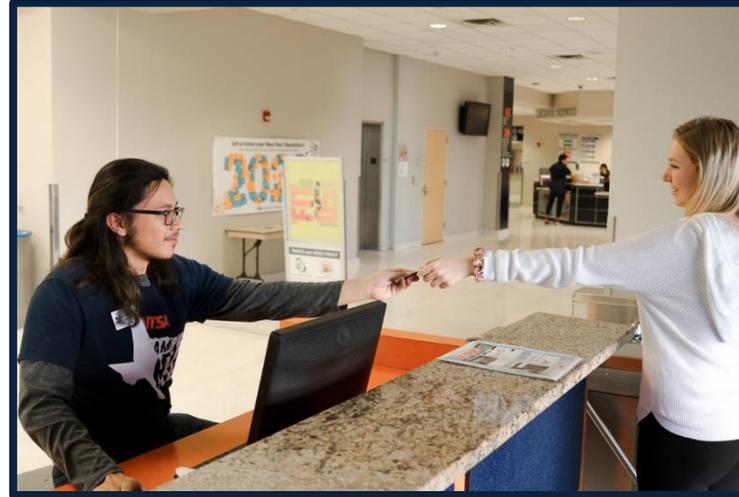
- Informational Signage
- Incentives and Give-a-ways
- Photography
- Program Posters
- Social Media
- Videography



Programming and Support

Membership Services

- Daily Room & Equipment Set-ups
- Equipment Lending
- Greeter / Security
- Incident / Emergency Management
- Sales
- Towel Service



Programming and Support

Outdoor Pursuits

Adventure Trips

- Day
- Weekend
- Extended

Outdoor Resource Center (ORC)

- Lending Program
- Trip Planning Assistance
- Clinics

Rockwall

- 54' Tall
- Bouldering Wall
- Clinics/Competitions



2018-19 Program Numbers: At-A-Glance

Sport Programs



25

Club Teams

658

Athletes

1,600

Practices

22

Intramural Sports

3,591

Unique Participants

19,034

Participations

1,039

Games Played



Fitness & Wellness



482,725

Weight and Cardio
Participants

16,951

Group X Participants

1,248

Fitness Challenge
Contestants

537

Demo Kitchen
Participations

437

Personal Training
Sessions

Aquatics



124

Swim Lesson Participants

211

Red Cross Certifications

63,930

Participations

Outdoor Pursuits



34

Adventure Trips

6,235

Rock Wall Participations

1,486

Resource Center Uses

Student Staff Development

Campus Recreation employs **325** students.

Our **Student Management Team** includes **65** student leaders.

Campus Recreation provides opportunities for our student staff to develop marketable skills in:

- **Leadership**
- **Communication**
- **Conflict Resolution**
- **Critical Thinking**
- **Working within a Team Structure**



Student Staff Development

New Staff Training

All Staff and Program Area Training

Student Management Team Monthly In-Service

Emerging Leader Institute

- The Student Leadership Challenge
- Clifton Strengths
- Leadership
- Communication
- Customer Service
- Conflict Resolution
- Resume Writing and Practice Interviews

Student Development Fund



Rec Staff Alumni Comments



RJ McGuire '20, Communication: "UTSA Campus Recreation has been a great opportunity to grow upon my skills and develop them in a way I could have never imagined. I am forever grateful for the opportunity to work here and be a part of such a great team that emphasizes teamwork, creativity, and making sure we are prepared for post graduation life, and making some lifelong friends along the way."

Ashley Thompson '20 Kinesiology: "Campus Rec provided me with countless opportunities to improve my resume with their developmental funds and my overall wellness with the variety of classes and activities offered. I am a more well-rounded and perceptive person because of the leadership of Alessandra Sanchez and Shannen Miller in group exercise."



Rec Staff Alumni Comments



Aryn Chambliss '20, Biology: "Working at Campus Rec changed my entire college experience. It's given me many chances to grow personally and professionally. Campus Rec has given me some of my best friends and helped me dive deeper into my passion for fitness instructing and training."

Aaron Duran '20, Kinesiology: "The time I've spent working for Campus Recreation has been a great and useful experience for me since I have been a student at UTSA. It allowed me to apply what I have been learning in my lectures and studies almost instantly. I am happy that I chose to work here during my time as a student at UTSA and I would recommend it to any future student."



Questions





Campus Recreation

Operational Review – Performance and Budget

February 25, 2021

Strategic Goals

Campus Recreation Goal: Improve the wellbeing of the students we serve.

- **Objective:** Provide an integrative approach to wellbeing.
- **Objective:** Provide a high level of customer service to create positive recreation and leisure experiences.
- **Objective:** Provide an inclusive and inviting environment.

Campus Recreation Goal: To recruit and develop a competent staff.

- **Objective:** Support and recognize a growth mindset for professional development.
- **Objective:** Provide innovative marketable skills training for our student staff.

Campus Recreation Goal: Operate sustainably.

- **Objective:** Increase revenue.
- **Objective:** Meet current needs without compromising the future.

HB 2441, Sec. 54.543 (Rec Fee) Summary

- The mandatory fee can be up to \$150/term or semester
- The fee had to be approved by majority vote of those students participating in a general student election called for that purpose.
- The board of regents may permit a person who is not enrolled at The University of Texas at San Antonio to use a facility financed with Recreation fees if:
 - use does not interfere with student use,
 - the person is charged a fee that is not less than the student fee
 - the person's use will not materially increase the potential liability
- The fee cannot be increases unless the increase is approved by a majority vote of the students participating in a general student election held for that purpose or by a majority vote of the SGA.

Challenges / Opportunities

The Recreation Fee has not increased since 2007 (\$120/semester)

- In 2005, 30 year debt was created for the Rec Wellness Center Expansion
- The debt was based on an expected enrollment of 35,000+ paying students
- The debt payments began in 2007 and will continue through 2037 (\$3.5M)



Challenges / Opportunities

Since 2007 the following unplanned modifications in budget/expenditures have occurred:

- Student minimum wage on campus jumped from \$7.25 - \$10/hour
- A 3% Administrative Fee was applied to Auxiliary Units
- Full-time staff minimum wage increase to \$14/hour
- The IRM Model was adopted that increase the Administration Fee to
 - FY20: 12.47%
 - FY21: 8.6%
- Campus Recreation assumed 25% of the Student Affairs Administration salaries
- Renting spaces for Student Organization events and Academics for instructional space has been eliminated



Challenges / Opportunities

Other Revenue Opportunities

- Offer American Red Cross Safety Courses to UTSA and the community
- Rent the fields to I-9 Sports
- Created a full-time position to manage our Strength Training program and increased our focus on personal training and strength based programming

Possible Future Opportunities:

- Renting gym space for I-9 youth volleyball and basketball
- Providing strength camps for youth
- Increase conference hosting collaborations with Residence Life and the Student Union
- Create low ropes leadership and teambuilding skills courses for UTSA and the community

Challenges / Opportunities

Cost Saving Measures

- Worked with outdoor equipment vendors to receive wholesale pricing
- Eliminated an Associate Director position
- Eliminated a Fiscal Manager position
- Close the aquatics center from Thanksgiving to March
- Reduced Intramural Sport leagues from 4 to 3 week seasons with play-offs



Challenges / Opportunities

Expectation for FREE participation in programs

- Many institutions charge for:
 - Outdoor Equipment
 - Rockwall
 - Group Exercise
- Some institutions charge for:
 - Intramural Sports

Our assumption if fees were instituted we would experience lower participation and engagement



Benchmark

	Semester Recreation Fee	Full-Time Staff	Intramural Sports	Club Sports	Group Exercise	Personal Training	Massage Therapy	Demo Kitchen	Fitness Assessments	Nutrition Assessments	Outdoor Equipment	Outdoor Trips	Rockwall
UT San Antonio	\$120	16	✓	✓	✓	✓ \$	✓ \$	✓	✓	✓	✓	✓ \$	✓
UT Arlington	\$75	13	✓ \$	✓	✓ \$	✓ \$	✓ \$		✓ \$	✓ \$			✓
UT Austin	Flat Tuition	38	✓ \$	✓	✓ \$	✓ \$			✓ \$		✓ \$	✓ \$	✓ \$
UT Rio Grande Valley	\$75	14	✓	✓	✓	✓ \$			✓ \$			✓ \$	✓
UT El Paso	\$75	16	✓	✓	✓						✓ \$	✓ \$	✓
Univ. of North Texas	\$86	17	✓	✓	✓	✓ \$					✓ \$	✓ \$	✓ \$
Texas State	\$94	16	✓ \$	✓	✓ \$	✓ \$				✓ \$	✓ \$	✓ \$	✓ \$
Stephen F. Austin	\$120	13	✓	✓	✓	✓ \$	✓ \$		✓ \$	✓	✓ \$	✓ \$	✓
Sam Houston State	\$100	19	✓	✓	✓	✓ \$			✓ \$	✓	✓ \$	✓ \$	✓
Univ. of Houston	\$109	14	✓	✓	✓	✓ \$			✓ \$	✓ \$	✓ \$	✓ \$	✓
Texas Tech	\$100	15	✓ \$	✓	✓ \$	✓ \$	✓ \$		✓ \$		✓ \$	✓ \$	✓
Texas A&M	\$149	37	✓ \$	✓	✓ \$	✓ \$					✓ \$	✓ \$	✓ \$
Central Florida	SSF	21	✓	✓	✓	✓ \$					✓ \$	✓ \$	
Georgia State	\$38 + SSF	20	✓	✓	✓	✓ \$			✓ \$	✓ \$	✓ \$	✓ \$	✓
George Mason	SSF	21	✓	✓	✓	✓ \$					✓ \$	✓ \$	

Challenges / Opportunities

Aging Facilities

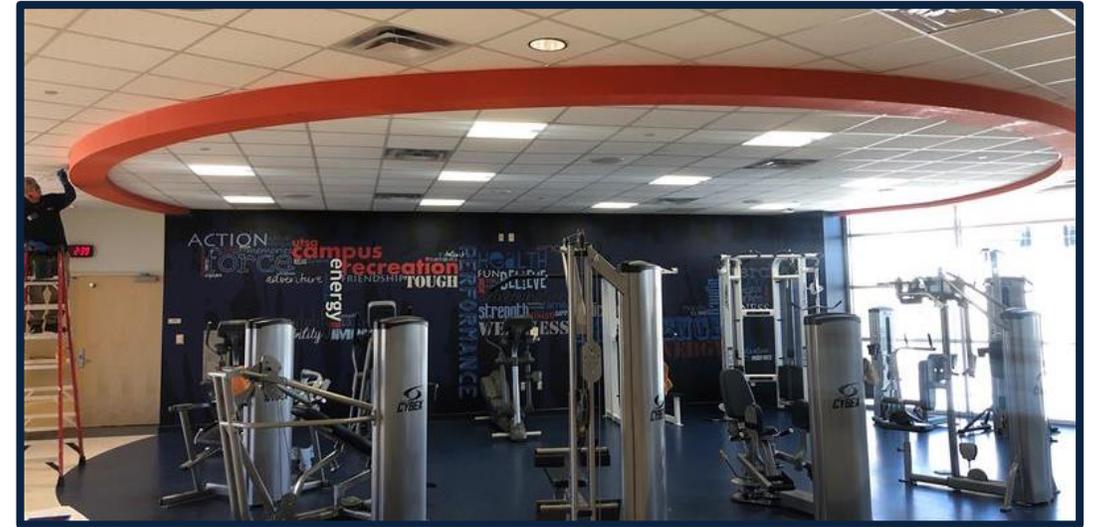
- 2003 Recreation Wellness Center – Phase I
- 2007 Recreation Wellness Center – Phase II
- 2011 South Recreation Field & 2006 IM Fieldhouse
- 2013 East Recreation Field & Storage/Restrooms
- 2017 Recreation Wellness Center Aquatics Center



Challenges / Opportunities

Internal Preventative Maintenance, Upkeep and Repairs

- Building Attendants and Student complete minor repairs
- Outdoor Resource Center staff repair equipment
- Assistant Director for Fitness and Wellness repairs and teaches our staff to repair cardio and weight equipment and repairs upholstery



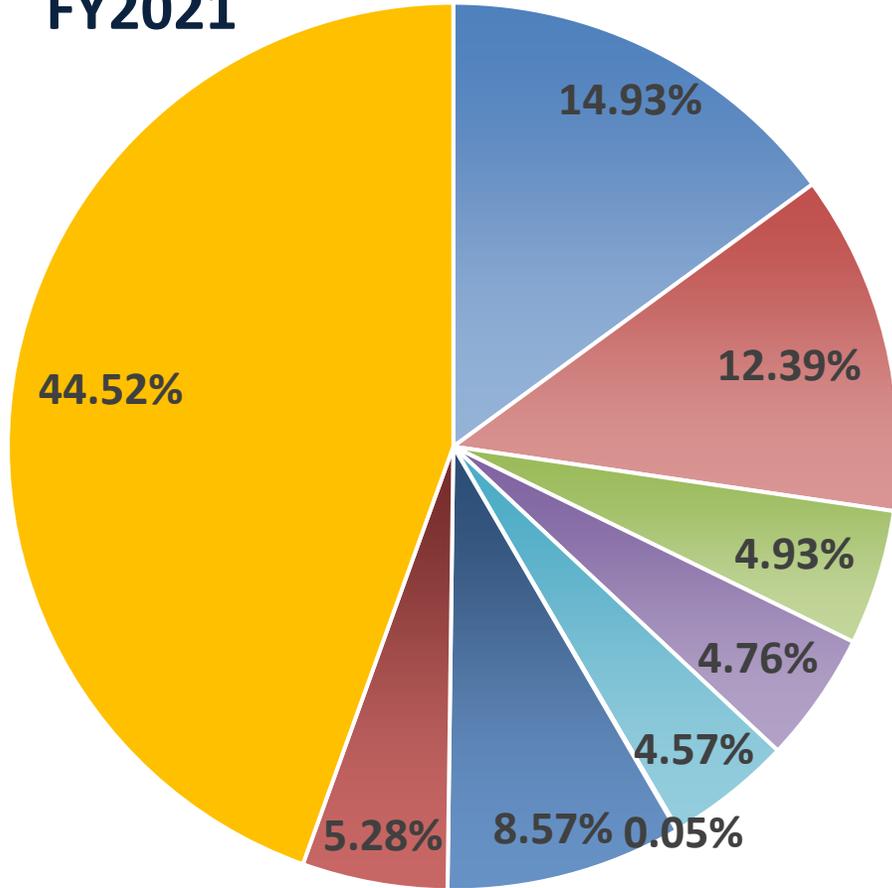
Budget – Summary

Annual Income (Mandatory Fees and Other Income)	\$8,900,000
Professional Salaries and Benefits	\$1,586,000
Student Wages	\$1,200,000
Operating Expenses (programming/supplies/utilities/pro. Dev.)	\$1,050,000
Construction Debt Service	\$3,555,000
Administration and Participation Fees	\$700,000
<u>SIF - Reserves</u>	<u>\$680,000</u>
Balance	\$129,000

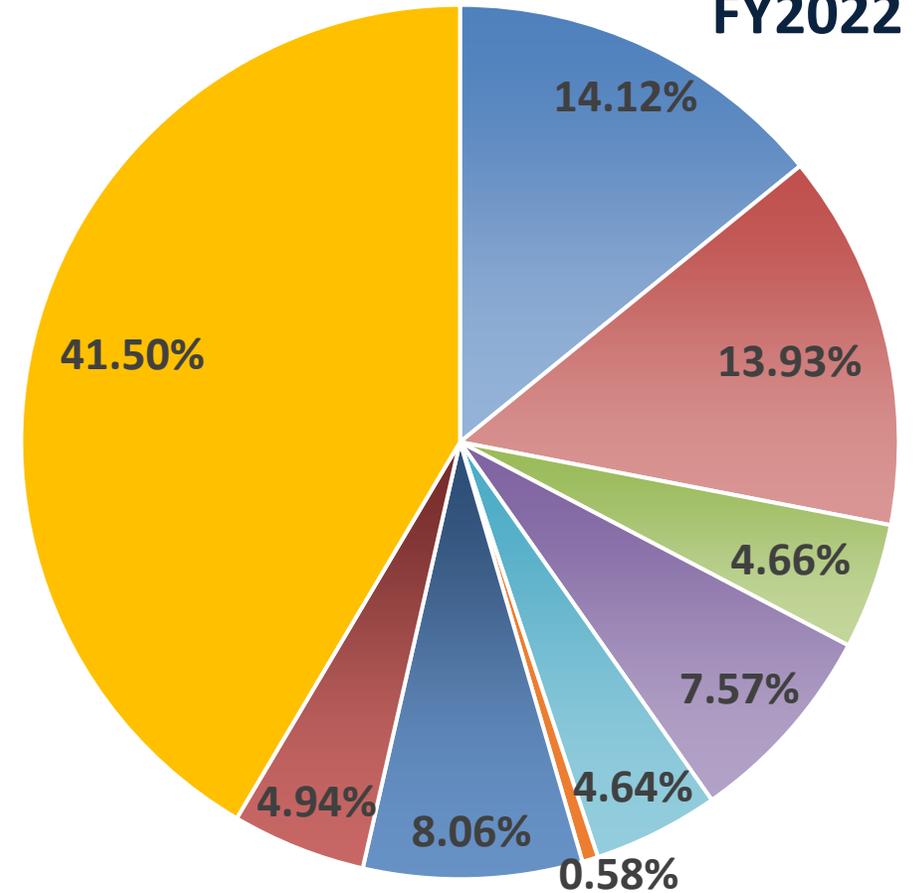
Budget Allocation Percentages

96% of the annual budget is from the mandatory Recreation Fee (FY21 = 99.7%)

FY2021



FY2022



- A&P Salaries
- Student Wages
- Benefits
- M&O
- Utilities
- Part Fee 14%
- Admin Support Unit
- SIF-Reserves
- Debt Service

Additional Budget - Concerns

<u>Construction Debt</u>	<u>Maturity Year</u>
2003 Phase I	2033
2007 Phase II	2038
2005 Original Fields	2027
2017 Pool	2037



Student Wage costs will only continue to increase

- Minimum wage on campus is a \$10.00/hour
- Our average wage is \$10.50/hour

Professional Staff salaries are below others in the state by \$10,000 by degree, title and experience.



Depreciation Plan and Future Renovations/Construction

Equipment Replacement

- Facility Infrastructure
- Custodial and Maintenance
- Weight and Cardio Machines
- Outdoor Equipment
- Technology
- Furniture

Deferred Maintenance

- RWC Exterior
- Floor Upkeep and Maintenance
- Painting
- Artificial Turf Upkeep and Replacement
- Pool Mechanical Systems

Renovations

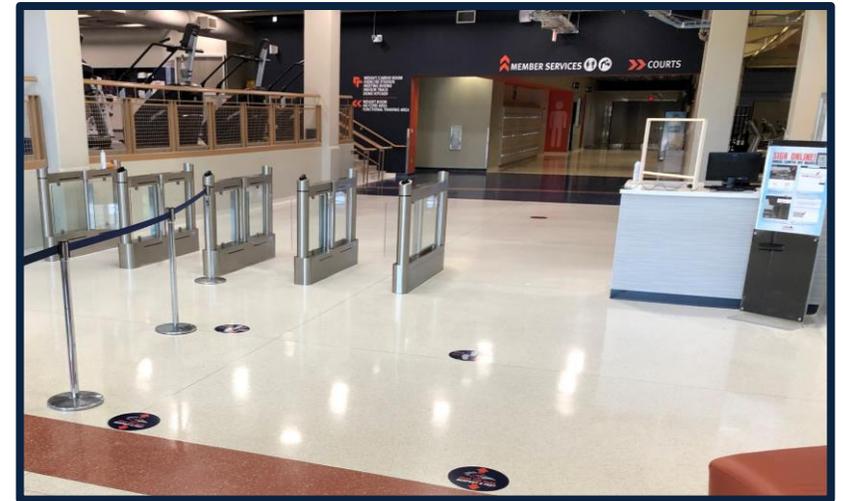
- Shade structure at the Pool
- Gender Inclusive Restrooms/Shower Rooms
- Modify Racquetball Court to a Functional Training Space
- 2025 Demo Kitchen Upgrade to Teaching Kitchen
- 2025 Locker Room Renovation

Planned Construction (Master Plan)

- Chisolm Hall Pool Upgrades
- 2026 Multi-Purpose Fields – Park West
- 2027 Downtown Recreation Center
- 2028 Multi-Purpose Fields – Main Campus
- 2028 RWC Expansion

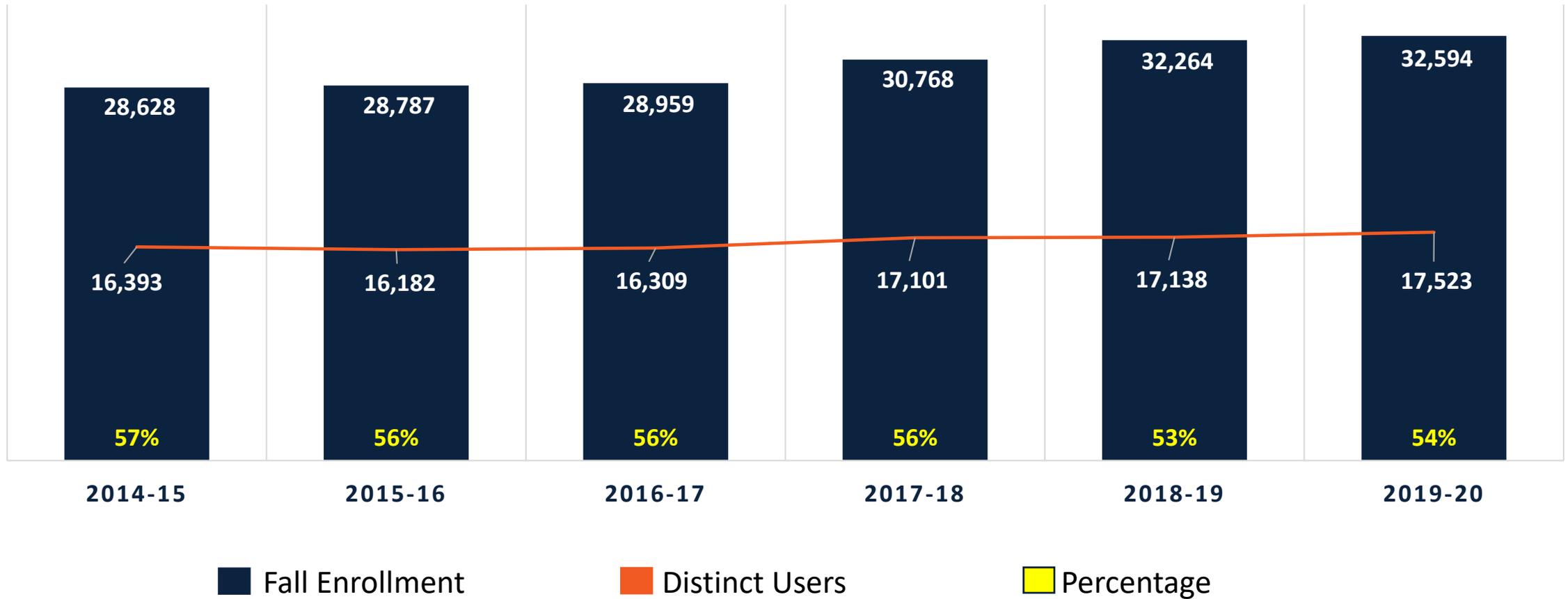
Reserves

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Reserves	4,289,965	4,312,226	1,308,746	1,699,705	1,545,817
Transfer to Reserves	416,710	(232,642)	765,959	246,112	95,752
Deferred Maint./Renovations	(394,449)	(2,770,839)	(375,000)	(400,000)	(185,000)
Totals	\$ 4,312,226	\$ 1,308,745	\$ 1,699,705	\$ 1,545,817	\$ 1,456,569



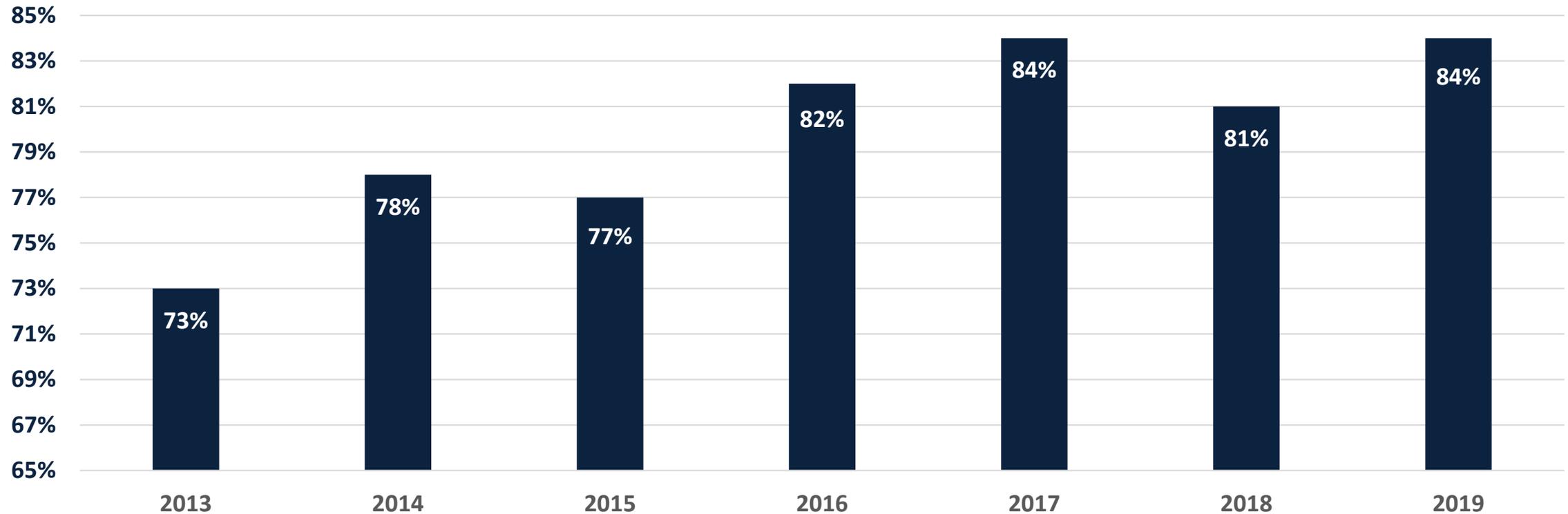
Key Performance Indicators

Annual Card Swipes and Distinct Users.



Key Performance Indicators

My participation has positively influenced my continued enrollment and success at UTSA.



Key Performance Indicators

Retention Rates & Rec Engagement Scores – 2018 cohort

- Engagement Scores were calculated by giving 1 points to a student for each of the following:
 - Accessing the Rec Center at least five distinct days during the semester
 - Checking-in to at least one group exercise class
 - Checking-in to at least on fitness competition
 - Swiping in at the Rockwall
 - Going on an OP trip
 - Checking-in to a Demo Kitchen session
 - Being listed on Club Travel Paperwork
- Students with a score of 0 are individuals who entered the facility, but less than 5 distinct days during the semester.
- Students with a score of #N/A are true “non-users”

Key Performance Indicators

Retention Rates & Rec Engagement Scores

- Overall, the 2018 Cohort had a retention rate of **81.66%**
- When comparing Non-Users vs. Users
 - Non-Users had a retention rate of **77.79%**
 - Users had a retention rate of **84.27%**
 - Users with a minimum engagement score of 2 had a retention of **87.21%**

Questions



**University of Texas at San Antonio
Operational Reviews 5-Year Proforma**

Campus Recreation

5-Year Proforma with Projected Revenues and Expenses

Revenues

Fees

	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
<i>Student Fees - Mandatory</i>	8,200,134	(479,738)	-6%	7,720,396	705,404	9%	\$8,425,800	84,258	1%	\$8,510,058	85,101	1%	\$8,595,159	There is a 1% increase in students enrolled that pay the fee.
(A) Total Fees	\$ 8,200,134	\$ (479,738)	-6%	\$ 7,720,396	\$ 705,404	9%	\$ 8,425,800	\$ 84,258	1%	\$ 8,510,058	\$ 85,101	1%	\$ 8,595,159	

Gifts, Endowment & Other Income

	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
<i>Gift Contributions for Operations (G00281/282)</i>	7,019	11,568	165%	18,587	-	0%	18,587	1,913	10%	20,500	2,000	10%	22,500	Homecoming Golf Sponsors/HEB/25th Anniversary
<i>Student Pro Rec (AX0010)</i>	10,996	14,672	133%	25,668	-	0%	25,668	1,032	4%	26,700	800	3%	27,500	Future golf fund raising will be deposited into G00281
<i>Official Occasions - Investment Income Allocations</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	
(B) Total Gifts, Endowment, & Other Income	\$ 18,014	\$ 26,241	146%	\$ 44,255	\$ -	0%	\$ 44,255	\$ 2,945	7%	\$ 47,200	\$ 2,800	6%	\$ 50,000	

Other Revenue

Explain Other Revenue Sources (Insert Additional Lines as needed)	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
Sales & Services	83,578	(34,047)	-41%	49,531	(45,291)	-91%	4,240	55,760	1315%	60,000	3,000	5%	63,000	
Transfers In (Athletics Payment)	260,000	-	0%	260,000	-	0%	260,000	-	0%	260,000	(211,135)	-81%	48,865	FY23 is the last debt payment from Athletics
Transfer In (Marching Band RFS)	7,500	-	-	7,500	-	-	-	-	-	-	-	-	-	
Transfers In (Auxiliary Intersted Eamed FY18)	30,087	(30,087)	-100%	-	-	-	-	-	-	-	-	-	-	Interest paid back to Auxiliaries
Other Revenue	380,663	(182,541)	-48%	198,122	(174,122)	-88%	24,000	216,000	900%	240,000	60,000	25%	300,000	
(C) Total Other Revenue	\$ 761,828	\$ (246,675)	-32%	\$ 515,153	\$ (219,413)	-43%	\$ 288,240	\$ 271,760	94%	\$ 560,000	\$ (148,135)	-26%	\$ 411,865	

Total Unit Revenue before Strategic Investment Outflow

	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
(D) Total Unit Revenue before Strategic Investment Outflow (A+B+C)	\$ 8,979,977	\$ (700,173)	-8%	\$ 8,279,804	\$ 485,991	6%	\$ 8,758,295	\$ 358,963	4%	\$ 9,117,258	\$ (60,234)	-1%	\$ 9,057,024	

Strategic Investment Fund (SIF) Participation

<i>Amount transferred out for Strategic Investment Fund Participation</i>	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
Strategic Investment Participation (14%)	-	35,721	-	35,721	(28,174)	-79%	7,547	38,191	506%	45,738	8,932	20%	54,670	
Strategic Investment Participation - Mandatory Fees (5%)	-	386,020	-	386,020	35,270	9%	421,290	259,515	62%	680,805	6,808	1%	687,613	Increases to 8% in 2022
(E) Total Strategic Investment Fund Participation	\$ -	\$ 421,741	-	\$ 421,741	\$ 7,096	2%	\$ 428,837	\$ 297,706	69%	\$ 726,543	\$ 15,740	2%	\$ 742,283	

Total Unit Revenue

	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
(F) Total Unit Revenue (D-E)	\$ 8,979,977	\$ (1,121,914)	-12%	\$ 7,858,063	\$ 478,895	6%	\$ 8,329,458	\$ 61,258	1%	\$ 8,390,715	\$ (75,974)	-1%	\$ 8,314,741	

Expenses

Support Unit Expense Allocation

<i>Amount transferred out for Support Unit Expense Allocations</i>	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
Academic Support Unit	-	-	-	-	-	-	-	-	-	-	-	-	-	
Administrative Support Unit	252,252	710,617	282%	962,869	(275,189)	-29%	687,680	11,404	2%	699,084	6,991	1%	706,075	
(C) Total Support Unit Expense Allocation	\$ 252,252	\$ 710,617	282%	\$ 962,869	\$ (275,189)	-29%	\$ 687,680	\$ 11,404	2%	\$ 699,084	\$ 6,991	1%	\$ 706,075	

Direct Personnel Expenses

<i>Personnel Expenses</i>	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
A&P and Classified Salary	987,712	84,844	9%	1,072,556	119,928	11%	1,192,483	23,850	2%	1,216,333	24,327	2%	1,240,660	
Wages or Hourly Salary	1,275,030	(483,953)	-38%	791,077	198,638	25%	989,715	210,285	21%	1,200,000	24,000	2%	1,224,000	Minumun Wage does NOT increase

University of Texas at San Antonio
Operational Reviews 5-Year Proforma

	Benefits	365,194	39,404	11%	404,598	(11,079)	-3%	393,520	7,870	2%	401,390	8,028	2%	409,418	
(H)	Total Direct Personnel Expenses	\$ 2,627,936	\$ (359,705)	-14%	\$ 2,268,231	\$ 307,487	14%	\$ 2,575,718	\$ 242,005	9%	\$ 2,817,723	\$ 56,354	2%	\$ 2,874,078	
Direct Non-Personnel Expenses															
	<i>Non-Personnel Expenses (Insert Additional Lines as needed)</i>	FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	Assumptions
	M&O Budget	925,403	(211,962)	-23%	713,441	(333,276)	-47%	380,165	271,835	72%	652,000	3,040	0%	655,040	
	Utilities	394,894	(51,452)	-13%	343,442	21,559	6%	365,000	35,000	10%	400,000	8,000	2%	408,000	
	Mandatory Transfers Out (Debt Service)	3,560,742	(5,673)	0%	3,555,069	(133)	0%	3,554,936	20,860	1%	3,575,796	-	0%	3,575,796	
	Other Transfers Out (Explain) BOLD Transfer				247,653				-	-		-	-		
(I)	Total Direct Non-Personnel Expenses	\$ 4,881,039	\$ (269,087)	-6%	\$ 4,859,605	\$ (311,851)	-6%	\$ 4,300,101	\$ 327,695	8%	\$ 4,627,796	\$ 11,040	0%	\$ 4,638,836	
Total Unit Expenses (Including Support Unit Expense Allocation)															
		FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	
(J)	Total Unit Expenses and Support Unit Expense Allocation (G+H+I)	\$ 7,761,227	\$ 81,825	1%	\$ 8,090,705	\$ (279,553)	-3%	\$ 7,563,499	\$ 581,104	8%	\$ 8,144,603	\$ 74,385	1%	\$ 8,218,989	
Operating Margin															
		FY 2019 Actuals	\$ Change	% Change	FY 2020 Actuals	\$ Change	% Change	FY 2021 Projection	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	
(K)	Total Operating Margin (F-J)	\$ 1,218,750	\$ (1,203,739)	-99%	\$ (232,642)	\$ 758,448	-326%	\$ 765,959	\$ (519,846)	-68%	\$ 246,112	\$ (150,360)	-61%	\$ 95,752	