I. Budget Planning Summary

a. Critical Issues  There are many critical funding issues – not all of which are addressed in the FY2009 operational budget given lack of local resources. UTSA diligently searches for opportunities to internally reallocate funds to supplement the only new discretionary funding in FY 2009 - designated tuition. Our budgeted revenue projections are based on conservative enrollment estimates given unknown impacts from admissions standard criteria changes.

The following issues continue to be of significant concern:

1. Funding per FTE Student and reliance on designated tuition. Over the last decade, our enrollment has increased by over sixty percent but because our growth occurred as state appropriations to higher education contracted, the amount of funding UTSA receives per full time equivalent student is the lowest in the UT system. UTSA is sensitive to the cost-shifting to its students and parents necessitated by a reduction in the level of state support to fund higher education. There is significant legislative pressure both at the federal and state level to cap and contain future tuition increases. UTSA is highly dependent on this revenue source, especially in the second year of the biennium when state funding is flat.

<table>
<thead>
<tr>
<th>INFLATION-ADJUSTED STATE APPROPRIATIONS</th>
<th>PER FULL-TIME EQUIVALENT STUDENT</th>
<th>Academic Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY</td>
<td>01-02</td>
<td>02-03</td>
</tr>
<tr>
<td>Arlington</td>
<td>$5,680</td>
<td>$4,850</td>
</tr>
<tr>
<td>Austin</td>
<td>6,270</td>
<td>5,840</td>
</tr>
<tr>
<td>Dallas</td>
<td>6,150</td>
<td>5,630</td>
</tr>
<tr>
<td>El Paso</td>
<td>5,440</td>
<td>5,080</td>
</tr>
<tr>
<td>Pan American</td>
<td>4,730</td>
<td>4,450</td>
</tr>
<tr>
<td>Permian Basin</td>
<td>8,340</td>
<td>7,340</td>
</tr>
<tr>
<td>San Antonio</td>
<td>4,940</td>
<td>4,330</td>
</tr>
<tr>
<td>Tyler</td>
<td>8,950</td>
<td>7,530</td>
</tr>
<tr>
<td>Average</td>
<td>$5,850</td>
<td>$5,310</td>
</tr>
</tbody>
</table>

1Full-Time Equivalent students are defined as 1 FTE student = 30 undergraduate semester credit hours (SCH) or 24 masters’ or professional SCHs or 18 doctoral SCHs. Tuition & Fees were adjusted for inflation using the Consumer Price Index (CPI-U) and FY2
2. **Faculty and Staff Resources needed to meet workload demands of enrollment growth and our research mission.** Additional tenure/tenure track faculty and staff are needed to maintain and enhance UTSA’s instructional quality, increase our research capacity and improve graduation and retention rates.

- Our Student Faculty Ratio (SFR) is 22.26. UTSA would need to hire over 150 new faculty to reduce our SFR to the state average of 19:1. New faculty would allow an improvement in the availability of course sections and would positively impact the time a student needs to complete a degree. They are also important towards moving UTSA to premier research status.

- Our reliance on temporary, part-time, and adjunct faculty is at an all time high. A significant number of lower division classes are taught by part-time faculty because this labor source is less costly. However, the very nature of part-time instruction infringes on our ability to help our students reach their full potential. The role of a full time instructor extends well beyond the classroom to include mentorship, facilitating students’ extracurricular activities and fostering connections within the campus community, all of which contribute to student retention. Ensuring that proper attention is given to developing and maintaining a quality curriculum is also dependent on having a more engaged and full time instructional faculty.

- Staffing levels have not kept up with the growth in enrollment, research, and the additional number of employees to serve. The recruitment effort from attrition and for new hires alone is significant.

3. **Space Deficit.** Based on the THECB’s formula, UTSA has a deficit of over 811,809 assignable square feet (ASF) of Educational and General (E&G) space that severely impedes its ability to continue to grow. To meet the average space allocation for 4-year Texas public universities, UTSA would have to add twelve 205,000 gross square foot (GSF) buildings. With a target enrollment of 32,875 by the year 2016, without new facilities, the E&G deficit will reach 1,700,000 ASF.

Barnes Gromatzky Kosarek Architects of Austin continue to make progress with the development of the University’s new Master Plan and recently briefed the president and vice presidents on facility growth projections based on current and planned enrollment. To ‘right size’ the institution from its current 159 gsf/student to 293 gsf/student, an additional 3.8 million gsf would need to be added. If the current, undersized 159 gsf/student was maintained for the additional anticipated enrollment growth of 4,257 by 2016, an additional 680,000 gsf would be required, at a total of cost of approximately $271 million. The University needs to add one 85,000 gsf building a year for the next 8 years at an annual cost of approximately $34 million.

The problem is not one of effective use. UTSA ranks 1st among Texas public universities in classroom utilization and 6th in laboratory usage, exceeding the THECB’s standard in both areas. Facilities are just as crowded in the evenings as during the day; classes and labs are held Monday through Saturdays, starting as early as 7:30 a.m. and ending as late as 10:00 p.m. New classroom and laboratory facilities are also critical in recruiting and retaining top students and faculty.

4. **SACS Reaffirmation effective December 2010.** The Southern Association of Colleges and Schools (Commission on Colleges) reaccreditation process involves
two components -- preparation of the Compliance Certification Report and development of the Quality Enhancement Plan (QEP).

The QEP is a carefully designed and focused course of action that addresses one or more critical issues related to enhancing student learning. The QEP is a new requirement since the last time UTSA went through this process. The campus QEP includes broad-based involvement to determine the topic, and the process for QEP development and selection is currently underway.

To document our compliance status, UTSA has performed a readiness assessment and is currently gathering data on 12 core requirements, 53 comprehensive standards and 8 federal requirements for the draft report due next year.

The SACS readiness assessment indicated one of the few areas of concern for reaffirmation is the Library, specifically collections space and collection development.

b. Salary Policy: merit (faculty and staff), staffing levels

The University of Texas at San Antonio will offer a 3% Merit pool for awards to be paid effective September 1, 2008. In addition, we have set aside:

- $190,000 for Faculty Promotion and Salary equity
- $190,000 for Staff Salary equity

### Fall 2007 - Faculty and Staff Information (all full time benefit eligible positions, all funds):

<table>
<thead>
<tr>
<th></th>
<th>ALL FUNDS</th>
<th>E&amp;G</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Headcount</td>
<td>FTE</td>
</tr>
<tr>
<td>Admin &amp; Professional</td>
<td>1,195</td>
<td>231.5</td>
</tr>
<tr>
<td>Faculty</td>
<td>1,073</td>
<td>884.6</td>
</tr>
<tr>
<td>Classified</td>
<td>1,008</td>
<td>894.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,276</strong></td>
<td><strong>2,010.2</strong></td>
</tr>
</tbody>
</table>

These totals do not include vacant positions in the process of being hired or new positions authorized during either the FY 2008 or 2009 budget.

c. Revenue Changes and Growth Assumptions

**State Appropriations:** two minor changes totalling $18,621 for TRB and Institutional Enhancement funds.

**Statutory Tuition** has been slightly adjusted by <$71,606> due to graduate incremental tuition from a change in the enrollment mix.

**Designated Tuition and Fees:** Designated Tuition revenue for FY 2009 will be budgeted at $71,156,300. This includes a rate change to $110/Semester Credit Hour or 8.9% effective September 2008. Budgeted enrollment growth is 0.6% over FY 2008, a conservative estimate due to unknown impacts of admissions criteria changes.
Board of Regents’ approved increases to designated tuition, course/college and mandatory fee rates at an increase of 5.85% overall, up $211.65 per semester for a student attempting 15 semester credit hours.

**Restricted Funds:** The budget is preliminarily restated at 10% over the adjusted budget, with additional analysis in progress.

d. **Expenditure Increases/Decreases**

The operating budget includes total expenditure changes as follows (exclusive of non-tuition related fee revenue budget expenditures and or non E&G funds):

**Financial Aid Set Asides**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Compensation Increases:</strong></td>
<td></td>
</tr>
<tr>
<td>3% Merit</td>
<td>Faculty $1,600,000</td>
</tr>
<tr>
<td>3% Merit</td>
<td>Staff $1,540,000</td>
</tr>
<tr>
<td>Faculty Promotion &amp; Salary Equity</td>
<td>190,000</td>
</tr>
<tr>
<td>Staff Salary Equity</td>
<td>190,000</td>
</tr>
<tr>
<td><strong>Strategic Initiatives:</strong></td>
<td>3,520,000</td>
</tr>
<tr>
<td><strong>Academic Affairs:</strong></td>
<td>2,455,000</td>
</tr>
<tr>
<td>New Faculty</td>
<td>2,000,000</td>
</tr>
<tr>
<td>New Staff</td>
<td>160,000</td>
</tr>
<tr>
<td>Master Graduate Instructors Prgm</td>
<td>295,000</td>
</tr>
<tr>
<td><strong>Business Affairs:</strong></td>
<td>1,038,334</td>
</tr>
<tr>
<td>University Police</td>
<td>132,000</td>
</tr>
<tr>
<td>Support for New Facility Openings</td>
<td>655,334</td>
</tr>
<tr>
<td>Other New Staff</td>
<td>251,000</td>
</tr>
<tr>
<td><strong>Community Services:</strong></td>
<td>67,849</td>
</tr>
<tr>
<td>Institute for Economic Development</td>
<td></td>
</tr>
<tr>
<td><strong>Research:</strong></td>
<td>108,500</td>
</tr>
<tr>
<td>New Staff</td>
<td></td>
</tr>
<tr>
<td><strong>Student Affairs:</strong></td>
<td>37,762</td>
</tr>
<tr>
<td>Admissions’ Outreach &amp; Student Recruitment</td>
<td></td>
</tr>
<tr>
<td><strong>University Advancement:</strong></td>
<td>314,514</td>
</tr>
<tr>
<td>New Staff &amp; Related Personnel Costs</td>
<td>254,514</td>
</tr>
<tr>
<td>Other Costs</td>
<td>60,000</td>
</tr>
<tr>
<td><strong>Other:</strong></td>
<td></td>
</tr>
<tr>
<td>Texas Tomorrow Underfunding</td>
<td>270,000</td>
</tr>
<tr>
<td>University Reserve</td>
<td>166,931</td>
</tr>
<tr>
<td>RFS Debt Service &amp; Lease Costs</td>
<td>150,035</td>
</tr>
<tr>
<td>TRB Debt Service (GAA Passthru)</td>
<td>9,190</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$9,314,444</td>
</tr>
</tbody>
</table>

**NOTES:**

- The increases reflect increases in both state and non-state revenue sources.
- A 5.85% increase in all tuition and fees for undergraduate and graduate programs.
- Increased employee base due to new programs and initiatives.
- Additional funding for academic and business affairs.
- Strategic initiatives to support new faculty and staff recruitment.
- Financial aid set-aside to support student assistance.

**UTSA FY 2009 Budget Goals, Priorities & Compact Review**
e. Reallocation of Resources

The operating budget includes the following internal reallocations:

- $1,208,356  Prior Year Unallocated Revenue
- 23,592  Prior Year Merit Allocation in excess of award
- 352,075  Performance Contract Debt Retirement
- 1,496,000 Benefits (estimated PY overallocation net of FY09 anticipated needs)
- $3,056,431

f. Research Expenditure Outlook

Research and sponsored activities at UTSA continue to show growth. Restricted sponsored programs expenditures are projected to be $40M in 2008 and $44M in 2009. F&A (indirect cost recovery) is budgeted at $6M and should begin to increase over subsequent years as our recently renegotiated F&A rate (44.5%) is charged to new grant and contract awards. The majority of research expenditures continue to come from the College of Sciences (COS). The life sciences could receive a major stimulus if the National Bio and Agro-Defense Facility (NBAF) relocates to San Antonio. The College of Engineering (COE) added 15 new faculty in 2007-2008 and is expected to show the greatest percentage growth in research concurrent with the completion of the new engineering building in mid 2009. New and expanded partnerships, such as those in bioengineering with military medicine programs and the UTHSCSA, and both the COE and COS with Southwest Research Institute (SwRI) and the Southwest Foundation for Biomedical Research (SFBR) are indicative of continued robust growth in research.

II. Specific Items to Address

a. Specific Budget Questions:

Student Success:

1. What is the early forecast for the size of the entering class and overall enrollment? Graduate school enrollment?

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>Fall 07</th>
<th>Anticipated Change</th>
<th>Projected Fall 08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Students</td>
<td>20,464</td>
<td>+ 102 (+0.5%)</td>
<td>20,566</td>
</tr>
<tr>
<td>New Undergrad</td>
<td>7,233</td>
<td>+ 217 (+3.0%)</td>
<td>7,450</td>
</tr>
<tr>
<td>New Grad</td>
<td>836</td>
<td>+ 34 (+4.0%)</td>
<td>870</td>
</tr>
<tr>
<td>Total</td>
<td>28,533</td>
<td>+ 353 (+1.24%)</td>
<td>28,886</td>
</tr>
</tbody>
</table>

Trends for Fall 2007:
- Continuing students increased 0.15%
- New undergrads increased 2.4%
- New grads decreased 5.6%
- Total enrollment increased 0.5%

for Fall 2008 (projections):
- Continuing students to increase 0.5% based on improved retention
- New undergrads to increase 3.0% based on applicant/admit pool
- New grads to increase 4.0% based on applicant/admit pool
- Total enrollment to increase 1.24%
2. Does the budget address initiatives to increase graduation rates?
A team of retention and graduation analysts were recruited and trained to facilitate an improvement in UTSA’s graduation rate.

New initiatives implemented under UTSA’s Graduation Initiative effort, which began in FY 2007 include:

- Retention analysts assigned to each college to work with college stakeholders in researching & overcoming specific barriers to graduation ($279,000 recurring expense).
- A Graduation Incentive Award Program to assist students in reducing their outside workload, so they can increase their focus on coursework, and allow for a more timely graduation ($500,000 budgeted each academic year – student financial aid budget).
- Sophomore Reclamation Outreach to freshman students who have not registered for their second year
- Stop-out Recovery Plan to bring back students who left the university with 100 or more credit hours.

Future plans include:
- Recruit high-caliber faculty; increase proportion of tenured/tenure-track faculty teaching.
- Implement new Master Graduate Instructors Program ($325,000 recurring funds).
- Provide improved academic support services: advising, tutoring and supplemental instruction; conduct a review of our advising structure and its impact on retention and graduation rates
- Financial planning counseling for students (to encourage students to focus on a 5 year graduation target versus a 6 year graduation target).

Continuing Programs include:
- Tomas Rivera Center for Student Success
- Supplemental Instruction
- Quantitative Tutoring Lab
- Learning Communities
- Freshman Seminars
- Academic Coaching

3. Is there a budget commitment or strategy to increase STEM majors/graduates?

Strategies for increasing STEM majors/graduates:

Establish educational partnerships with high schools and community colleges to enhance the existing “pipeline” of students.
- UTSA/CPS Energy Fellows program –collaborative effort with CPS energy and local high schools to utilize UTSA professors to teach dual credit courses to high school students.
• Launching iTEC (interactive Technology Experience Center) in collaboration with AT&T to bring k-12 students on campus and expose them to stimulating science and engineering activities.
• Summer program to bring high school students into research labs for 45 days.

UTSA continues to host the Exxon Mobil Texas Science and Engineering Fair (4th year). Recruiting efforts include:
• Expanding Scholarships (increasing amount and length of award to allow for significant amount to attract qualified recipients).
• Faculty participation in Fair activities.
• Follow-on Summer open house for regional and area Science Fair participants; U-Teach coordinated teacher workshop and planning session.

Establish special mathematics courses to enable students to successfully handle science, technical and engineering courses
• Running Just-in-Time-Math for engineering majors on a pilot basis this summer.

Establish pre-major programs to assist students not fully prepared for the major curriculum
• Introducing Pre-engineering program Fall 2009
• First to adopt residential learning communities. Will supplement this program by adding tutors to the dorms to help COE students.

4. Are there any strategies to increase the number of study abroad students? What is the cost associated with this initiative?

The total number of UTSA students participating in an exchange or study abroad program has grown more than 49% from September 2006 to September 2007, increasing from 171 to 255 students studying abroad.

To continue this trend UTSA is considering the following strategies:
• Include global perspectives as an integral part of academic programs to enhance awareness of the value of study abroad.
• Integrate study abroad programs into all of the colleges’ curricula.
• Expand the infrastructure to appropriately support study abroad programs (2 FTE $64,935).
• Leverage the use of technology to expand study abroad opportunities and facilitate operational efficiencies ($70K).

5. Are there any strategies to improve the quality of student life on your campus? What are the costs associated with these initiatives?

Facility Improvements
• University Center Phase III Expansion (and code upgrades) TPC $33,300,000
• Recreation /Wellness Center Phase II TPC $45,700,000
• Laurel Village Residence /Student Housing includes 680 beds, city center and 3 neighborhood centers. TPC $39,182,000
- Road Runner Café Expansion $5,000,000 and other new dining venues or improvements to existing per provisions of a new Food Service contract and provider. A Starbucks was recently opened at the University Center location.
- Athletics facilities are in the planning and fund raising stages.

**Programming Improvements**
- $20,000 increase for late-night and weekend student event programming;
- New residence hall association will support on campus student life;
- Implementation of a Transportation fee will fund additional shuttle service on campus and to apartment complexes adjacent to the campus while reducing the cost of most student parking permits and relieving parking congestion on the rapidly growing 1604 campus.

**Faculty:**
6. **Does your budget include commitments to recruit and develop outstanding faculty?** If so, what areas are you investing in? What is your estimate of start-up costs?

Active recruitments are pending for 52 faculty positions with a 75 – 80% experiential success rate.

**Budget sources for faculty recruitments total $4,965,000:**
- $1.98M from vacancies due to resignations, retirements, terminations
- $985K Prior year new positions unfilled from FY 08 funds.
- $1M FY09 Funds
- $600K Special Opportunity Hires/FY 09 Funds
- $400K Strategic Faculty Hires/FY 09 Funds

**STEM Areas of Investment**
- Science Education (Mathematics, Biology, Chemistry)
- Proteomics/Chemistry
- Cyber Security
- Bio Informatics
- Computer Science
- Nanomaterials/Physics
- Biomedical Engineering
- Electrical Engineering

Other Academic Programs will also receive support in areas critical to their growth and development.

**FY 09 Start up costs - $1.71 M** *(currently identified requirements)*
- $610K for new engineering faculty positions (to be funded from Research Development Funds).
- $1.1M for new COS faculty positions (funded from F&A).
7. Does your budget address issues of faculty salary compression/peer group competitiveness?

Academic Affairs commissioned a compression study during Summer 2007
- Some compression was noted, particularly amongst associate professors.
- Initiated an internal adjustment process. Some adjustments have been made – funded when possible from college available funds; additional adjustments will be addressed in FY 09 through unused promotion and tenure funds estimated at $62K.
- Overall faculty salaries are in keeping w/national norms.

8. What is your trend regarding part-time faculty?

5-year trends - Fall 2003 and Fall 2007:

<table>
<thead>
<tr>
<th></th>
<th>Fall 2003</th>
<th>% of Total</th>
<th>Fall 2007</th>
<th>% of Total</th>
<th>5 Yr Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part Time NTT</td>
<td>365</td>
<td>39.2%</td>
<td>427</td>
<td>36.4%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Full Time NTT</td>
<td>132</td>
<td>14.2%</td>
<td>192</td>
<td>16.4%</td>
<td>45.5%</td>
</tr>
<tr>
<td>Tenured/TT</td>
<td>433</td>
<td>46.6%</td>
<td>553</td>
<td>47.2%</td>
<td>27.7%</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>930</td>
<td>100.0%</td>
<td>1,172</td>
<td>100.0%</td>
<td>26.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Fall 2003</th>
<th>% of Total</th>
<th>Fall 2007</th>
<th>% of Total</th>
<th>5 Yr Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part Time NTT</td>
<td>66,172</td>
<td>25.1%</td>
<td>85,754</td>
<td>28.5%</td>
<td>29.6%</td>
</tr>
<tr>
<td>Full Time NTT</td>
<td>67,994</td>
<td>25.8%</td>
<td>99,885</td>
<td>33.1%</td>
<td>46.9%</td>
</tr>
<tr>
<td>Tenured/TT</td>
<td>129,000</td>
<td>49.0%</td>
<td>115,706</td>
<td>38.2%</td>
<td>-10.3%</td>
</tr>
<tr>
<td>Total Faculty</td>
<td>263,166</td>
<td>100.0%</td>
<td>301,345</td>
<td>100.0%</td>
<td>14.5%</td>
</tr>
</tbody>
</table>

Academic Programs:

9. Are you implementing new undergraduate or graduate programs?

Approved and planned for implementation Fall 2008:

**Master's degree programs**
- M.S. in Health and Kinesiology

**Undergraduate**
- B.S. in Construction Science and Management
- B.B.A. in Real Estate Finance and Development

Subject to approval and or budget availability:

**Doctoral degree programs**
- Under Review at THECB
  - Ph.D. in Psychology
    - projected implementation Fall 2008
  - Ph.D. in Child and Adolescent Development
    - projected implementation Fall 2009
- Ed.D. in Interdisciplinary Learning and Teaching
  - projected implementation Fall 2009
Ph.D. in Mechanical Engineering
  • projected implementation Fall 2009

Under Review at UTSA
Ph.D. in Sociology
  • projected implementation Fall 2009

Under Development
Ph.D. in Economics
Ph.D. in Educational Policy Analysis
Ph.D. in Health and Kinesiology
Ph.D. in History
Ph.D. in Policy Analysis

Master's degree programs
Under Review at THECB
M.S. in Construction Science and Management
  • projected implementation Fall 2008

Under Review at UTSA
M.S. in Advanced Manufacturing Enterprise Systems
  • projected implementation Fall 2009
M.S. in Urban and Regional Planning
  • projected implementation Fall 2009

Under Development
M.S. in Advanced Materials
M.S. in Demography
M.A. in Educational Psychology
M.B.A./M.P.H. (in collaboration w/UTHSCSA)
M.B.A./D.D.S. (in collaboration w/UTHSCSA)
M.B.A. International (a total revision of the program, to address strategic goals &
better support current student needs is underway)

Undergraduate
Under Review at UTSA
B.A. in Modern Language Studies

Under Development
B.S. in Biomedical Engineering
B.S. in Fitness and Health Management
B.S. in Public Health

10. Are there any efforts to use technology to enhance efficiency and
    productivity in the classroom?

    Over the past four years every classroom at UTSA has been outfitted with a
    standard suite of presentation technology:
    • Includes a new podium, LCD projector, digital document camera,
      DVD/VCR combo unit, sound reinforcement, computer, standard
      software suite, internet connection, laptop connection, and a common user
      interface / control system.
    • The standard suite of presentation technology has greatly increased
      efficiency and productivity in the classroom. The technology enhances
efficiency because it is so easy to use. Faculty set up time before class is minimal and technology downtime is virtually zero.

- All classrooms are monitored by Academic Technology staff throughout the day and evening.
- Academic Technology staff designed and installed the classroom equipment, saving an estimated $150,000 by doing the work in house.

Other initiatives in progress:
- Integrate courseware technology with campus instructional systems.
- Improve accessibility of data and source materials for library.
- Expand UT TeleCampus offerings.
- Expand all teleconferencing capabilities.

Global Competitiveness, Research and Technology Transfer:

11. Are there any plans to develop or expand research centers or collaborations within the UT System? If so, what is the budget commitment and how are you addressing costs?

All research centers at UTSA underwent a comprehensive external review this past year. As a consequence, several changes are in progress, and the center directors meet on a regular basis to develop best practices and explore opportunities for collaboration within and outside the university. The previous Center for the Advancement of the Life Sciences has been expanded and is now the Center for Research and Training in the Sciences (CRTS). The new center Institute for Cyber Security (ICS) now encompasses the CIAS (Center for Infrastructure Assurance and Security) and is receiving support from federal earmarks, the Emerging Technology Fund, and a Multidisciplinary University Research Initiative (MURI) award. A new Center for Advanced Manufacturing & Lean Systems (CAMLs) is being developed with strong local commercial interfacing.

SALSI (San Antonio Life Science Institute) is the model for collaborative research between a university and a health science center and continues to catalyze collaborative research between the UTSA and the UTHSCSA. This has resulted in a positive return on investment with new extramural funds supporting programs in neuroscience, aging, bioengineering, and bioinformatics. SALSI has now begun to receive private support but, unfortunately, the line item veto of state funding has slowed the progress of collaborative research between these two institutions. Plans are to continue to seek additional support for SALSI.

San Antonio is one of the final five sites being considered for the relocation of the National Bio and Agro-Defense Facility (NBAF), aka the Plum Island National Research Laboratory. UTSA’s South Texas Center for Emerging Infectious Diseases (STCEID) plays a major role in the effort to bring this facility to Texas, and if successful, it will have a major positive impact on research in the life sciences at UTSA as well as across the state.

New research partnerships within the university and with other members of the UT System are being stimulated by the “Collaborative Partnerships” online data system permitting searches for faculty expertise and core research facilities.

UTSA has provided startup funds for the above centers. The SALSI was initially funded with support of approximately $5 Million from UTSA, UTHSCSA and the
UT System. ICS was established from multiple federal, state and local funding sources and is now moving toward self-sufficiency. The University provides administrative support for the CRTS and CAMLS. Using the SALSI model, UTSA established an internal “Collaborative Research Seed Grant Program” this year and received over 30 proposals involving collaborations between multiple departments, colleges and other institutions.

12. Do you have a strategy, if applicable, to increase technology transfer? If so, what is your projected increase for next year? What investments may be necessary?

UTSA and UTHSCSA have partnered to form a single office for technology transfer. With assistance of the UT System, this has now expanded to incorporate UTPA and UTB under a single regional technology transfer office, the South Texas Technology Management (STTM) center. A shared database of all the intellectual property allows bundling of complimentary discoveries from the different campuses. At UTSA, technology transfer is a multi-dimensional activity in which STTM interfaces with the Office of Sponsored Programs (OSP), the Center for Technology Innovation and Entrepreneurship (CITE) in the College of Business, the Institute for Cyber Security (ICS), the Institute for Economic Development (IED), and the San Antonio Technology Accelerator Initiative (SATAI). SATAI also manages the Regional Center for Innovation and Commercialization (RCIC) on the UTSA downtown campus. Early-stage intellectual property (IP) is identified and encouraged by activities such as those of CITE and ICS. The STTM then conducts due diligence, vetting and assessment of the potential value of the IP and provides early stage funding (e.g. the Roadrunner Proof of Concept Fund) by providing short term grants focused on commercially relevant milestones. Successful projects may apply for additional support from the UT System RTT Texas Ignition Fund to further mature their IP. These funds are aimed at accelerating the commercialization of inventions. An aggressive program of out-licensing of IP is pursued by the STTM with spin-offs, startups, and SBIR/STTR programs assisted by the IED and SATAI.

IP development at UTSA is just beginning (i.e. prior to 2006 there were only a few sporadic invention disclosures and no executed licenses). In the past year, there were 13 total invention disclosures and 7 patents filed. Projections for 2009 are: 34 invention disclosures; 19 patents filed; 7 licenses executed. Revenue will naturally lag behind, but projections are to reach annual revenues over $500K by 2011. Currently, UTSA is budgeting approximately $300K annually to the STTM program. Continued investments in CITE are also necessary. The IED and SATAI are largely self supportive.

13. Do you have plans for international cooperation? If so, how will they be funded?

UTSA has several research centers involved in international cooperatives in research and education. For example, the Mexico Center and the Center for Water Research have ongoing activities in Mexico and Central America. UTSA currently has over thirty agreements of cooperation with foreign universities in Mexico, Spain, China, Thailand, South Africa, and the Canary Islands. An Institute for East Asian Studies is also being developed. UTSA is hosting the North American Energy Summit in May 2008 with participants from Canada, Mexico, the U.S. and several multinational companies. This project will establish an opportunity to forge international collaborative research on energy issues. This may lead to a collaborative research
program headed by a multidisciplinary center, and a seed grant program. This program has been supported largely from the UTSA research office, the COE, and private donations. It is anticipated that further support will be sought from both private and governmental sources.

System Related Projects
14. Do you intend to take advantage of shared services (e.g. the supply chain alliance?) What are the potential cost savings for your institution?

UTSA’s on-campus chemical stockroom operated by Fisher Scientific, will open in the Biotechnology, Science and Engineering Bldg this summer. UTSA will purchase chemicals and lab supplies for the stockroom through the Supply Chain Alliance, at a savings of 12%, or more than $50,000/year.

15. Do you have suggestions for additional system-wide cost saving initiatives?

Not at this time.

16. Are there local market factors that affect your operations, such as security? If so, does your budget address those needs?

UTSA has been successful in addressing internal salary equity and market salary requirements for hard to recruit and retain police, accounting, IT and other high-demand positions. Although great progress has been made, we have more work to do in this regard especially in the academic ranks and as more of our workforce becomes retirement eligible.

b. Discussion of Major Information Technology Purchases (if any)

UTSA will implement a Data Warehouse:

($815,000: $600,000 One Time Expense; $215,000 Recurring Expenses)

- Current UTSA transactional systems lack the ability to provide comprehensive standard and ad hoc reports for timely executive and managerial decision-making.
- A Data Warehouse will allow UTSA to standardize how our data are communicated across the organization, yielding more consistent, accurate, timely, and efficient reporting and analytics.
- Will also provide for a more in depth analysis of trends, retention, and student demographics.
- Major asset to accreditation, assessment and planning processes.

c. Uses of Designated Tuition Increases

The designated tuition increase of $6,235,800 will fund:

$ 1,176,329 for required Financial Aid set-asides
2,000,000 for new Faculty positions
1,600,000 for Faculty merit
1,169,471 for Staff merit
290,000 for bad debt allowance & TX Tomorrow underfunding
$6,235,800
III. Capital Funding Priorities

a. Discuss LERR Funding Priorities

For the 3 year period 2004 – 2006, the institution received an average of $2.9 million a year in LERR funds. The 2007 and 2008 allocations declined by approximately 25% to $2.2 million a year, primarily due to the reduced allocated funding for the academic institutions. The University’s LERR projects have primarily consisted of ADA and life-safety initiatives. While safety-related needs remain an important priority, additional immediate costly funding needs have been identified to assist with SACS reaffirmation and other infrastructure/equipment issues. The University appreciates the System’s valuable (and strategic) annual allocations of LERR funding and advocates for a return to the richer allocations to the academic institutions, who – for the most part - do not have the flexibility and access to the larger repair, rehabilitation and equipment acquisition budgets.

The University is in the midst of its process to finalize its LERR funding priorities and request by the May 16th deadline.

b. TRB Contingency Requests

President Romo, the vice presidents, and other constituents have been discussing new facility priorities. The top three projects at this time are listed below:

1. Experimental Science Instructional Building  
   Project Cost - $132,500,000 est.
   This project includes a 150,000 gross square foot structure coupled with renovations of the original Science Building. The combined project will add much needed teaching laboratory space to the University of Texas at San Antonio’s 1604 campus, while ensuring that our STEM teaching facilities reflect up-to-date technology, safety, and security characteristics. This space will help reduce the severe space deficit at UTSA while supporting programs of translational science that demonstrate commercial applications of scientific principles. It will also support programs that enhance the teaching skills of science instructors in K-12 institutions. It will provide renovations to update existing laboratories and reduce the deferred maintenance backlog on one of UTSA’s oldest buildings.

2. Information and Innovation Library Center  
   Project Cost - $80,000,000 est.
   This project would employ the latest information technology available in the construction of a new modern library and learning center at the University of Texas at San Antonio’s 1604 campus. It will be a 250,000 gross square foot building designed to house a 750,000 volume library along with state-of-the-art online research and retrieval systems. It will include the most sophisticated information technology features designed and installed for an information intensive environment. This project directly addresses UTSA’s over 200% deficit in library space, a critical element of the University’s SACS accreditation.

3. Multidimensional Visualization Center  
   Project Cost - $90,000,000 est.
   This project will provide advanced multidimensional technology for architecture, construction, urban and regional planning and fine arts studies at the University of Texas at San Antonio’s Downtown campus while renovating the aging Arts Building at the UTSA 1604 campus. The renovation project will reduce or eliminate deferred maintenance backlogs while opening up critically needed space for new classrooms and offices to address
large teaching and teaching support space deficits. The new facility will include studios, labs, classrooms, and office space to support highly innovative design solutions, utilizing the most advanced multidimensional technology in the respective fields. Locating Fine Arts with the College of Architecture at the Downtown Campus will facilitate exceptional opportunities for critical synergistic learning.

c. Real Estate Acquisitions

- Conversations are continuing with the City of San Antonio for the potential acquisition of the Maintenance facility adjacent to the Monterey Building for future growth and expansion of the Downtown Campus.

- UTSA currently leases nearly 29,000 square feet of space at an office complex near the 1604 campus. The current lease provides for additional space on the same terms and conditions and provides for 5 one-year lease renewals. The University expects to soon add approximately 34,000 sf of space to the lease, for a total of nearly 63,000 sf, adding one year to the term, beyond the previously agreed-upon renewal period. The first year cost will be about $1.2 million; such increase over current lease costs will be covered from previously allocated funds. The primary purpose of this initiative is to increase space available for the library by moving administrative and other non-library functions from the John Peace Library building.