Financial Area Representatives (FAR) Meeting

Debra Villanueva, Senior Business Operations Manager, Financial Affairs
Agenda

- Announcements
- Budget Update
- Financial Guidelines Update
- Supply Chain Update
- OREM/Fire Drills
- Controller Update
- FY2023 Year-End Financial Results & FY2024 Budget Update
Budget Update

Paula Pierson, Senior Director, Budget & Financial Planning
Welcome Our New AVP!

Phranses J. Williams
Assistant Vice President for Budget and Financial Planning

Leading the Budget and IRM Offices

Contact info:
phranses.williams@utsa.edu
or chat with me on Microsoft Teams!
<table>
<thead>
<tr>
<th>Month</th>
<th>Activities</th>
</tr>
</thead>
</table>
| January  | Budget Preparation: Revenue Projections (Net Sales & Service, Differential Tuition, Option 3, Fees, Other)  
               IRM Preparation: Start Budget Forecast Model Updates based on Budget Preparation Inputs |
| February | BOR Reviews and Approves Budget Policies and Rules  
               Budget Preparation: Revenue Projections (Sponsored Program, Gifts, Endowment)  
               Budget Preparation: Enrollment Projections  
               Budget Preparation: Position Budgeting |
| March    | Budget Preparation: Investement and Interest Earning Projections  
               Ongoing Discussions with Leadership: Reviewing Budget and IRM Forecast Reports |
| April    | UT System provides Instructions for Library, Equipment, Repair and Rehabilitation (LERR) New Project Requests  
               Budget Preparation: Cost Center Balancing in Hyperion  
               IRM Preparation: Finalize IRM Forecast Model Development |
<table>
<thead>
<tr>
<th>Month</th>
<th>Events</th>
</tr>
</thead>
</table>
| May   | Institution Budget Meetings with UT System re: Annual Operating Budgets and Priorities  
UT System issues Final Budget Instructions |
| June  | New LERR Project Requests due to UT System  
Draft Operating Budget due to UT System  
Ongoing Discussions with Leadership: Finalizing IRM Reports |
| July  | Final Operating Budget due to UT System  
Final Reconciliation between Final Operating Budget and Final IRM Budget Model |
| August| BOR Reviews and Approves Institution Operating Budgets  
FY 2025 Operating Budget Details Loaded into PeopleSoft  
Final FY25 Operating Budget and IRM Budget Model Reports Shared with Departments |
<table>
<thead>
<tr>
<th>Time Period</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>UT System Shares LAR Calendar</td>
</tr>
<tr>
<td></td>
<td>Legislative Budget Board (LBB) Issues Strategic Planning Instructions</td>
</tr>
<tr>
<td>March</td>
<td>Budget Structure Changes (Changes to Existing Special Items) Due to UT System</td>
</tr>
<tr>
<td>April - May</td>
<td>UT System Provides Instructions</td>
</tr>
<tr>
<td></td>
<td>Budget Office and UTSA Departments Prepare Individual LAR Schedules</td>
</tr>
<tr>
<td></td>
<td>UT System Discussions regarding Exceptional Items and Capital Construction Projects (CCAP)</td>
</tr>
<tr>
<td>June</td>
<td>Due to UT System: Proposed Exceptional Items (New and Changes to Existing)</td>
</tr>
<tr>
<td></td>
<td>Due to UT System: Proposed Capital Construction Projects (CCAP)</td>
</tr>
<tr>
<td>July</td>
<td>LBB Issues LAR Instructions</td>
</tr>
<tr>
<td></td>
<td>UT System Completes Review of Exceptional Items and Capital Construction Projects</td>
</tr>
<tr>
<td></td>
<td>Due to UT System: 1st Draft of LAR; Followed by Technical Review and Hearings with UT System</td>
</tr>
<tr>
<td>August</td>
<td>Due to UT System, LBB and Governor: Final Version of LAR</td>
</tr>
<tr>
<td>September - October</td>
<td>Joint LAR Hearings</td>
</tr>
<tr>
<td></td>
<td>LAR Updates Due to LBB and Governor (Purpose: Updates to Projections)</td>
</tr>
</tbody>
</table>
Updated Guidelines (1)

- Budget Transfers
- Cash Handling and Management (Cash, Checks, Credit Cards)
- Control Activities and Control Environment
- Department Financial Reviews
- Fee Waivers
Updated Guidelines (2)

• Fiscal Accountability and Stewardship of University Resources
• Memberships Paid by University Funds
• Monitoring Plan for Segregation of Duties and Review of Financial Activity
• Purchasing
• Travel Reimbursement
Budget Transfers

Overhauled

• Added new Budgetary Accounts section
• Updated throughout for current processes
Internal Controls-related

• Control Activities, Control Environment
• Coming soon: Information and Communication, Internal Control Overview
Cash Handling and Management (Cash, Checks, Credit Cards)

- Updated for new Payment Card Industry (PCI) requirements
- Edited credit card *discount* charge to credit card *expense* charge
- Clarified departments’ responsibilities (section C), processes throughout
Department Financial Reviews

• Updated department managers’ responsibilities (section B)
• Clarified section D. Additional Resources
Now points undergraduate applicants looking for application fee waivers to the freshman admissions Fee Waivers page
Fiscal Accountability and Stewardship of University Resources

Updated for

• Organizational changes
• Department manager responsibilities
• Certification processes
Memberships Paid by University Funds

- Clarified disallowed organization types (including chambers of commerce)
- Added San Antonio Museum of Art
Monitoring Plan for Segregation of Duties and Review of Financial Activity

• Clarified department manager responsibilities (section A)
• Codified department reconciliation timeframes (section B. 4)
• Updated Quality Assurance Review and risk assessment processes (section D)
Updated the restricted commodities list (section J) for consistency with other financial guidelines.
Travel Reimbursement

Specified federally sponsored project funds are prohibited for first class, business class or other fare class upgrades beyond the basic air fare

• Except specific situations allowed in 2 CFR (Code of Federal Regulations) Section 200.475(e)

• Prohibition includes fees related to splitting upgrade costs between funding sources
Questions?
Supply Chain Update

Marco Garcia, Assistant Vice President, Supply Chain
eShip Global
What is eShipGlobal?

• Leading shipping solution provider
• Single point, centralized shipping solution
• UT System contracted shipping carrier
Benefits to UTSA

- Streamlines and simplifies shipping
- Automates billing and invoicing
- Enables export and hazmat compliance procedures
- Integration with financial, ERP or third party systems
- In depth reporting and analytics
Benefits to UTSA

- Average cost savings of 50 to 80%!
eShipGlobal’s Comprehensive Shipping Platform

- Consolidates all key aspects of the shipping process into a single and centralized platform

**Typical Higher Education Shipping Procedures**
- Mail Center Staff: Compare vendors on different spreadsheets & systems
- EHS (Hazmat) / Export Control: Determine shipping compliance
- Users & Mail Center Staff: Print shipping labels and find correct forms
- Accounting: Pay multiple account invoices to multiple carriers
- Users & Mail Center Staff: Track packages from multiple carriers

**Holistic Shipping Management Platform**
- System Integration
- Rate Shopping
- Analytics
- Billing
- Compliance
- Auditing
Benefits to you!

- Starting March 1, Distribution Services will pick up packages for shipping
- Complete the Shipping Request Form
- Call Distribution Services at ext. 4019 to schedule pick up

Note: Packages collected after 2:30 pm will be shipped out on the next business day.
Surplus
UTSA Surplus

- Items available at no cost to departments
- Includes furniture, printers, scanners
- Some in “like-new” condition
- Monthly auctions open to the general public
  - Visit directbids.com for an inventory of items available for personal purchase
How can I acquire items?

• From the 1\textsuperscript{st} – 10\textsuperscript{th} of the month, all items are available for departments
• From the 11\textsuperscript{th} – 25\textsuperscript{th} of the month, all items are auctioned to the general public through directbids.com for personal use
• From the 26\textsuperscript{th} – end of month, Surplus is restaging new items received
Did you know?

• In January 2024, Surplus auctioned off $32K of items!
Contact

Phone: (210) 458-6272
Fax: (210) 458-5114
Email: surplus.property@utsa.edu
Address:
  One UTSA Circle
  CAR – Surplus Warehouse, West Campus
Fire Drills & Floor Captain Program

Risk & Emergency Management
February 22, 2024 - FAR
Program Details

Goals

- Minimize impact to classes and operations
- Promote safety and preparedness
- Increase situational awareness
- Prioritize high-occupancy campus buildings
- Identify areas of opportunity

Floor Captains

- Receive training and resources to assist with evacuations, crime prevention awareness, etc.
- Support safe building evacuation
- Identify those with challenges exiting to first responders
- Help guide evacuees to assembly areas
## Fire Drills Overview

<table>
<thead>
<tr>
<th>Fire Drill Program</th>
<th>Logistics</th>
<th>Coordination</th>
<th>Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-occupancy areas, classrooms, &amp; student housing</td>
<td>15-20 minute duration</td>
<td>Coordination with primary building occupants to identify “blackout dates”</td>
<td>RPM, Campus Services, Lab Safety, UTSA PD, Academic/Research Leaders</td>
</tr>
<tr>
<td>To make this successful, we need your support!</td>
<td>Executed during times of normal occupancy</td>
<td>Minimize impact to classes and operations</td>
<td>Floor Captains Support</td>
</tr>
</tbody>
</table>
Evacuation Assembly Points (EAPs)

**EAPs should be:**
- Easily accessible; not a confined area.
- At a safe distance from the building (preferably 150–200 feet away).
- Away from secondary risk factors, such as dumpsters, gas mains or gas lines, high-voltage wires or transfer points, and sewer main access covers.

**Try to Avoid:**
- Blocking access routes or staging areas responders will use.
- Hydrants or utility shut-off valves/access points.
Key Takeaways

**Fire Drill Support**
- Encourage participation in Fire Drills
- Promote safety and preparedness
- Coordinate with primary building occupants to identify “blackout dates”
- For more information, contact Linda.Irshid@utsa.edu

**Supervisor Responsibilities**
- Identify Floor Captains in your area and coordinate with OREM
  - Use this [survey](#) to register
- Assign additional Floor Captains as needed; at least one per floor
- Active [roster](#)
- For more information, contact Elizabeth.Rodriguez-Santo@utsa.edu
Controller Update

Greg Yturralde, Assistant Vice President, Financial Affairs & Controller
Grants
Grants Financial Process – Progress since May 1 Transition

• By last fall monthly sponsored on-time invoicing improved from 65% to 99% for eligible invoices
• Identified and applied over $2.7 million in unapplied cash to open AR
• Addressed FY 22 Invoice backlog and have only two remaining items for FY 23
• Reallocated dedicated invoicing personnel to processing, award setups, closeouts, and accounts receivable management
• Set up a standard timeline and process to contact the sponsor to collect open AR while developing a collection letter to be sent after 90 days
Grant Closeout

- Began to close projects in PeopleSoft that ended in prior years, and the staff are completing 35 per month
- Utilizing existing new robotics process automation process (RPA)
- GCFS staff, student staff, and temporary staff working to close projects and awards
Grant Closeout

• The team is applying unrecorded payments, processing refunds, and attempting to collect open accounts receivables (AR) from sponsors.

• Prioritizing projects and awards that recently ended, are associated with an external audit, fixed price, and awards in inactive departments.
eForms
eForm Deadline and Exception Process

- Soft launch began on February 1 and will run through March 31
- Instructional resources, including a new exemption documentation form will be available on Financial Affairs and People Excellence websites on March 1
- A touch point meeting with Financial Leads is scheduled on March 11
- UTSA This Week email on March 18
- Go live on April 1
Questions?
Other Presentations

November 29 – University Leadership Council
January 10 – Faculty Senate Budget Committee
January 17 – Chairs Council
February 8 – Student Government Association
February 21 – Staff Senate
Today’s Topics

• Financial Highlights
• Financial Ratios
• Administrative Costs
• FY2024 Budget
• Our Budget Model - IRM
Financial Highlights - Fiscal Year Ended August 31, 2023
### Annual Financial Report at a Glance

<table>
<thead>
<tr>
<th>Total Operating Revenue</th>
<th>Total Expenses</th>
<th>Total Assets</th>
<th>Net Capital Assets</th>
<th>Total Endowment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$751M FY2023</td>
<td>$727M FY2023</td>
<td>$2B FY2023</td>
<td>$882M FY2023</td>
<td>$287M FY2023</td>
</tr>
<tr>
<td>$772M FY2022</td>
<td>$703M FY2022</td>
<td>$1.87B FY2022</td>
<td>$854M FY2022</td>
<td>$264M FY2022</td>
</tr>
</tbody>
</table>
HEERF Awards and Spending

$176.4M AWARDED

$174.7M SPENT AS OF AUGUST 31, 2023

$19.0M SPENT FY23

$60.9M SPENT FY22

$72.3M SPENT FY21

$22.5M SPENT FY20

59% STUDENT PAYMENTS AND DISCHARGED DEBT

4% PANDEMIC MANAGEMENT

19% TECHNOLOGY UPGRADES

16% LOST REVENUE

2% OTHER EXPENSES
FY2023 Auxiliary Revenues
## Financial Highlights: Salary & Wage Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>FY2023</th>
<th>FY2022</th>
<th>Difference $</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty - Tenure/Tenure track</td>
<td>$75,313,610</td>
<td>$72,548,638</td>
<td>$2,764,973</td>
<td>3.8%</td>
</tr>
<tr>
<td>Faculty - Non-Tenure Track</td>
<td>$29,460,774</td>
<td>$27,375,210</td>
<td>$2,085,563</td>
<td>7.6%</td>
</tr>
<tr>
<td>Faculty - Summer</td>
<td>$16,466,231</td>
<td>$14,656,651</td>
<td>$1,809,580</td>
<td>12.3%</td>
</tr>
<tr>
<td>GTAs and GRAs</td>
<td>$16,503,499</td>
<td>$14,737,273</td>
<td>$1,766,226</td>
<td>12.0%</td>
</tr>
<tr>
<td>Staff - Permanent</td>
<td>$160,912,506</td>
<td>$150,490,553</td>
<td>$10,421,953</td>
<td>6.9%</td>
</tr>
<tr>
<td>Students - Regular and Work Study</td>
<td>$11,601,958</td>
<td>$9,748,347</td>
<td>$1,853,611</td>
<td>19.0%</td>
</tr>
<tr>
<td>Other Salaries and Wages</td>
<td>$5,177,496</td>
<td>$3,532,927</td>
<td>$1,644,569</td>
<td>46.5%</td>
</tr>
<tr>
<td>Moving Expense and Temporary Housing Allowance</td>
<td>$634,437</td>
<td>$579,479</td>
<td>$54,958</td>
<td>9.5%</td>
</tr>
<tr>
<td>Staff - Temporary</td>
<td>$1,105,503</td>
<td>$1,368,684</td>
<td>$(263,181)</td>
<td>-19.2%</td>
</tr>
<tr>
<td>Vacation Payout</td>
<td>$1,072,679</td>
<td>$1,282,205</td>
<td>$(209,526)</td>
<td>-16.3%</td>
</tr>
<tr>
<td>Overtime and Hazardous Duty Pay</td>
<td>$373,808</td>
<td>$323,682</td>
<td>$50,126</td>
<td>15.5%</td>
</tr>
<tr>
<td>Longevity Pay</td>
<td>$2,228,341</td>
<td>$2,188,476</td>
<td>$39,864</td>
<td>1.8%</td>
</tr>
<tr>
<td>Tuition Remission</td>
<td>$501,871</td>
<td>$506,377</td>
<td>$(4,506)</td>
<td>-0.9%</td>
</tr>
<tr>
<td><strong>Total Salaries and Wages</strong></td>
<td><strong>$321,352,714</strong></td>
<td><strong>299,338,502</strong></td>
<td><strong>22,014,212</strong></td>
<td><strong>7.4%</strong></td>
</tr>
</tbody>
</table>
Financial Ratios
Why the Ratios Matter

UT System uses the ratios to evaluate financial condition

- Satisfactory/Watch/Unsatisfactory
- Satisfactory rating for FY22
- Not yet rated for FY23

Ratios are used to evaluate UTSA financial performance and debt capacity
Annual Financial Condition Ratios

Operating Performance

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Operating Margin Ratio</th>
<th>Annual Operating Margin Ratio Adjusted for Depreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>5.7%</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>(3.2%)</td>
<td>7.6%</td>
</tr>
<tr>
<td>2021</td>
<td>24.8%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>15.0%</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>0.8%</td>
<td></td>
</tr>
</tbody>
</table>

(Notes: The graph shows a significant increase in operating margin ratios from 2019 to 2021, followed by a decline in 2022 and a slight recovery in 2023.)
Annual Financial Condition Ratios

Debt Service to Operations

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3.6%</td>
</tr>
<tr>
<td>2020</td>
<td>3.4%</td>
</tr>
<tr>
<td>2021</td>
<td>1.7%</td>
</tr>
<tr>
<td>2022</td>
<td>1.7%</td>
</tr>
<tr>
<td>2023</td>
<td>3.3%</td>
</tr>
</tbody>
</table>
Annual Financial Condition Ratios

Spendable Cash & Investments to Total Debt

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2.0</td>
</tr>
<tr>
<td>2020</td>
<td>2.0</td>
</tr>
<tr>
<td>2021</td>
<td>2.3</td>
</tr>
<tr>
<td>2022</td>
<td>2.2</td>
</tr>
<tr>
<td>2023</td>
<td>2.3</td>
</tr>
</tbody>
</table>
Administrative Costs
*The Administrative Cost Measure is a state/UT System calculation. The calculation excludes auxiliary expenses.
Administrative Cost Measure — UT System
FY2024 Budget
FY2024 Budgeted Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>$242,791,717</td>
</tr>
<tr>
<td>Sponsored &amp; Gifts, inc. Federal Financial Aid</td>
<td>$235,669,639</td>
</tr>
<tr>
<td>Other</td>
<td>$76,916,264</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>$169,747,816</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$725,125,436</strong></td>
</tr>
</tbody>
</table>
UTSA’s Expenses

- Debt Service
- Compensation
- Employee Benefits
- Utilities
- Scholarships & Fellowships
- Operations & Maintenance

FY2024 Expense Budget

- Compensation & Benefits: $425,335,069
- Scholarships & Fellowships: $49,210,404
- Debt Service (Principal & Interest): $32,724,780
- Operations & Maintenance: $200,383,100
- Utilities: $17,472,083

TOTAL: $725,125,436
UTSA’s Expenses

- 58% of budget is salary and benefits
- Faculty and staff compensation is a permanent priority
  - 9% merit pool over FY2022 and FY2023 and FY2024
  - Promotion and tenure
  - Over $27 million invested in all faculty/staff compensation strategies over the last three fiscal years
- Benefits increased $2.3M (7.5%) in FY2023 and $2.3M (7.5%) in FY2024
- Faculty start-up expenses - $8.5M committed for FY2024
- Includes $31.3M of institutional dollars, including tuition set asides, for financial aid
- No UG tuition or academic fee increases for FY2023, FY2024 and FY2025
Expense Growth

2020
Latte

$3.65

Short
8 oz.

Tall
12 oz.

Grande
16 oz.

Venti
20 oz.
Expense Growth

2020

$3.65

2024

$3.65

$4.45

15% higher
UTSA’s Expenses

- Large service contracts increase every year and are also affected by labor cost increases
  - Food service
  - Housekeeping and grounds maintenance
  - Repairs and maintenance

- Other mandatory increases
  - Utilities
  - Insurance
Expenses: Capital vs. Operating Funds

- Annual operating budget dollars are not used for capital purposes except the following:
  - Modest annual budget for deferred maintenance/repair projects
  - Deferred maintenance backlog* is $92.5M, comprised of $64.7M E&G and $27.8M non-E&G
  - Departmental budgets used for renovations or equipment/technology replacement

*As reported in 2023 to UT System
What is Deferred Maintenance?
## How are Capital Projects Funded?

<table>
<thead>
<tr>
<th>Type of Funding</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Construction Assistance</td>
<td>San Pedro II</td>
</tr>
<tr>
<td>Project bonds (state program)</td>
<td></td>
</tr>
<tr>
<td>Permanent University Funds (PUF)</td>
<td>San Pedro I &amp; II</td>
</tr>
<tr>
<td>Debt (UT System's Revenue Financing</td>
<td>Residence Halls</td>
</tr>
<tr>
<td>System lending program)</td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>San Pedro I</td>
</tr>
<tr>
<td>Auxiliary funds</td>
<td>Housing or food service renovations</td>
</tr>
<tr>
<td>Institutional funds</td>
<td>Department renovations</td>
</tr>
</tbody>
</table>
Our Budget Model - IRM
# IRM vs. UT System Budget

<table>
<thead>
<tr>
<th>IRM: Incentivized Resource Management</th>
<th>UT System Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Roadmap” for strategic investment decisions</td>
<td>Legislation requires Board of Regent approval on fiscal year budget</td>
</tr>
<tr>
<td>Revenue allocation of budget spending authority</td>
<td>Provides maximum spending authority for UTSA</td>
</tr>
<tr>
<td>Revenue from actuals for the prior formula year (summer 2020, fall 2020 and spring 2021)</td>
<td>Tuition revenue forecasted for the fiscal year (fall 2020, spring 2021 and summer 2021)</td>
</tr>
<tr>
<td>Follows UTSA established guidelines and governance structure</td>
<td>Prepared in accordance with Board Regents’ Rules and UT System budget instructions</td>
</tr>
<tr>
<td>Activity driver allocations for both revenue and expense used throughout model for the various revenue and support units</td>
<td>No activity driver allocations used</td>
</tr>
</tbody>
</table>
What is IRM?

- Incentivized Resource Management
- Resource allocation budget model
- Incentivizes "activity"/revenue growth
- Aligns resources with institutional priorities
- Greater decision-making authority within revenue units
How Does IRM Work?

Revenue distributed to revenue units.

Distribution based on customized activities, such as credit hours.

Revenue units pay all support unit costs.
Types of Units in IRM

**Revenue units** have the ability to influence revenue generation and cover their direct and indirect costs with generated revenue.

- Direct costs
- Administrative costs
- Fiscal management of changes in net position
- Contribution to Strategic Investment Fund

**Support units** ensure efficiency by providing services or support to academic revenue or auxiliary units. They have limited or no ability to influence revenue.

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

**RESPONSIBLE FOR**

**ACADEMIC REVENUE UNITS**

**AUXILIARY UNITS**

**ACADEMIC SUPPORT UNITS**

**ADMINISTRATIVE SUPPORT UNITS**
IRM Governance Structure

IRM is governed by a collaborative, data-driven process, including regular touchpoints with unit representatives.

Under IRM, we all have shared responsibilities in deciding budget priorities. While ultimate budgetary decisions are made by the president, the Resource Management Team and University Leadership Council provide guidance and key insights to the overall decision-making process. The process also includes two major committees:

- **STRATEGIC INVESTMENT FUND COMMITTEE**
  Reviews, evaluates & prioritizes investment requests from the Strategic Investment Fund

- **OPERATIONAL REVIEW COMMITTEE**
  Participates in operational reviews of all support units and auxiliaries
## IRM Roles

<table>
<thead>
<tr>
<th><strong>Institution</strong></th>
<th><strong>Colleges/Deans</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing and monitoring adherence to guiding principles and policies</td>
<td>Decision making and communication on allocation of college resources, with transparent processes for decision input</td>
</tr>
<tr>
<td>Oversight of model framework and methodologies</td>
<td>Oversight of college activity drivers and the actions needed to maximize activity</td>
</tr>
<tr>
<td>Ensuring adequate resources for UTSA to thrive, including best practice, efficient support unit operations</td>
<td>Ensuring adequate resources for College to thrive, including best practice, efficient supporting operations</td>
</tr>
<tr>
<td>Oversight and communication of mechanism for strategic investment at institutional and divisional levels</td>
<td>Oversight and communication of mechanism for allocating new or excess funding, including reserve balances</td>
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<tr>
<td>Regular communication of model outcomes and any methodology changes</td>
<td>Regular communication to Chairs regarding the connections between academic activity, IRM revenue/cost principles in the context of the specific college</td>
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<tr>
<td>Continuous improvement and agility to pivot in a dynamic environment</td>
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</table>
Next FAR – Summer 2024

Today’s materials and agenda can be found on our FAR website.

Submit suggestions for FAR topics by emailing financialaffairs@utsa.edu.