

General Meeting Agenda

Thursday, November 18, 2021 | 8:30-10:30 A.M. | Virtual Meeting - Zoom

- 8:30 a.m. **Meeting Called to Order** (please type your name in the chat for attendance purposes)
- Present: Sylvia Mansour, Tamala Boyd, Matt Keneson, Wanda Guntz, Maryls McKinney, Demetrius Johnson, John Shaffer, Destiny Jones, Dominick Morales, Diana Lomas, Sara Tate, Ty Middleton, Brandy Garcia, Jaime Fernandez, Damaris Ibarra, Amanda Perez, Brandy Barksdale, Nnennaya Ikquagwu, Amanda Ramon, Kat Carillo, Danielle Williams, Melissa Blanton, Clarisa de la Fuente, Estefania Casper, Terri Reynolds, Yasmin Codina, Edward Garza, Sapna Naik, Anna Boyer-Chadwick, Jake Erney, Jerry Smith, Jade Martinez, Cynthia Orth
- Absent (Excused): Amy Fritz
- Absent (Unexcused): Xavier Santos, Diana Almaraz, Olinda Ongay, Robert Ripley, Norma Gomez, Yvonne DeLeon, Jessica Dawson, Brandy Garcia

- 8:35 a.m. **General Announcements & Old Business**
- Vote on meeting minutes (September)

- 8:40 a.m. **University Service Updates (5 min each)**
- Alvarez COB Dean search – **Dominick Morales**
 - First round interviews complete
 - Submitted 6 names for review to provost Espy
 - One more interview pending
 - Provost Espy will decide how many will come for campus visit
 - Technology (TPPC) Committee Representative – **Damaris Ibarra**
 - Sylvia Mansour will represent Staff Senate at the TPPC
 - Inclusive Excellence Advisory Board – **Damaris Ibarra**
 - ADA UTSA maps are updated on a regular basis
 - 1604 Campus:
<https://www.google.com/maps/d/u/0/viewer?mid=1ByGs2tI9O9lBgBk35sOPvCLYmMYeR3k&ll=29.582665873899657%2C-98.619966599999998&z=16>
 - Downtown Campus:
<https://www.google.com/maps/d/u/0/viewer?mid=1LGy7BVt0a3uKWsJnYs1scIJtWTdZoC4W&ll=29.423793911326914%2C-98.5037212&z=18>
 - All gender restrooms and lactation rooms locations across campus:
 - <https://www.utsa.edu/students/wellbeing/resources.html#lactation>
 - There are plans to increase the number of all gender restroom across campus, but it is all pending budget availability.
 - All Gender Restrooms typically require extensive remodeling as well as updates on plumbing to bring them up to code.
 - HOP Committee - **Jaime Fernandez**
 - Reviewed Annual Faculty Performance 2.11 on 11-11-21 and will vote on changes on 11-30-21
 - Will vote on 8.06 Special Use of Facilities changes on 11-22-21

- Other University Service updates

9:00 a.m. **Presentation: IRMY22 in review – Veronica Mendez & Sheri Hardison**
Attached

Comments on the presentation

- **Are those operational review committee reports available publicly?**
 - Available on IRM website
- **The slide regarding staff marketing retention adjustments - how are you assessing the first bullet (hard-to-fill jobs, high turnover positions, highly skilled positions)? Will it be based on data from hiring/job descriptions or divisional lead suggestions?**
 - People excellence has data on the various position.
 - Divisional leads have data on high turnover and months empty
 - People Excellence will meet with Vice Presidents to go through this data and any additional information with individual groups
 - Meetings will start in early December 2021
- **Cost of living allowances**
 - Cost of living increases apart from merit.
 - Legislative mandated: Board of Regents indicates any increases in salary have to be related to performance. University Leadership attempts to set aside as much as possible to meet expectations on salary and assist with merits.
 - There have been various efforts such as yearly merits, compensation strategies, raising the minimum wage to compensate the fact of cost of living allowances are not applicable.

9:35 a.m. **Committee Updates (5 min each)**

- Communications
 - No updates
 - Please submit photos to include them on the UTSA Senate website
- Community Outreach & Events
 - Will meet in December
 - Events will be moved over to Spring 2022
 - Adopt-a-family
 - Submission has been done
 - Family with small children
 - More information to come
- Elections
 - Will meet on 11/18/2021
 - Look at opportunities for Spring 2022 review process and what to do to improve elections piece
 - Look at the groups of each location.
 - DT representation independently as a potential option.
- Finance
 - Working on moving forward with getting t-shirts from Staff Senate
 - Looking into a re-quote
 - Cindy Orth added to finance committee
 - T-shirt: color might need to be changed depending on inventory
- Health & Wellness
 - Meeting with the REC to discuss Staff Olympics

- April 2nd Staff Olympics
- Various individual and team events
- QIC
 - Received QIC
 - Formal purpose to request days to work from home
 - HR Website: no formal process right now, more so talk with your supervisor.
 - <https://www.utsa.edu/hr/work-modality/>
 - Salary Transparency
 - Salary ranges available for classified positions
 - Not all positions are included
 - A&P positions are not available
 - Information on positions can be obtained from HR
- Staff Appreciation & Scholarships
 - No nominations for the month of November
 - Announcements typically increase the nominations
 - How to help in getting the word out
 - Template email and send it to your contacts
 - Social media strategy conversation

10:00 a.m. **Sub-committee Breakout Sessions**

10:30 a.m. **Adjourn**

****Next General Meeting: December 16th at 8:30 AM**

IRMY22: Year in Review



The University of Texas at San Antonio™

Veronica Salazar Mendez

Chief Financial Officer and Senior Vice President for Business Affairs

Kimberly Andrews Espy, Ph.D.

Provost and Senior Vice President for Academic Affairs

Sheri Hardison

*Deputy Chief Financial Officer and
Senior Associate Vice President for Financial Affairs*

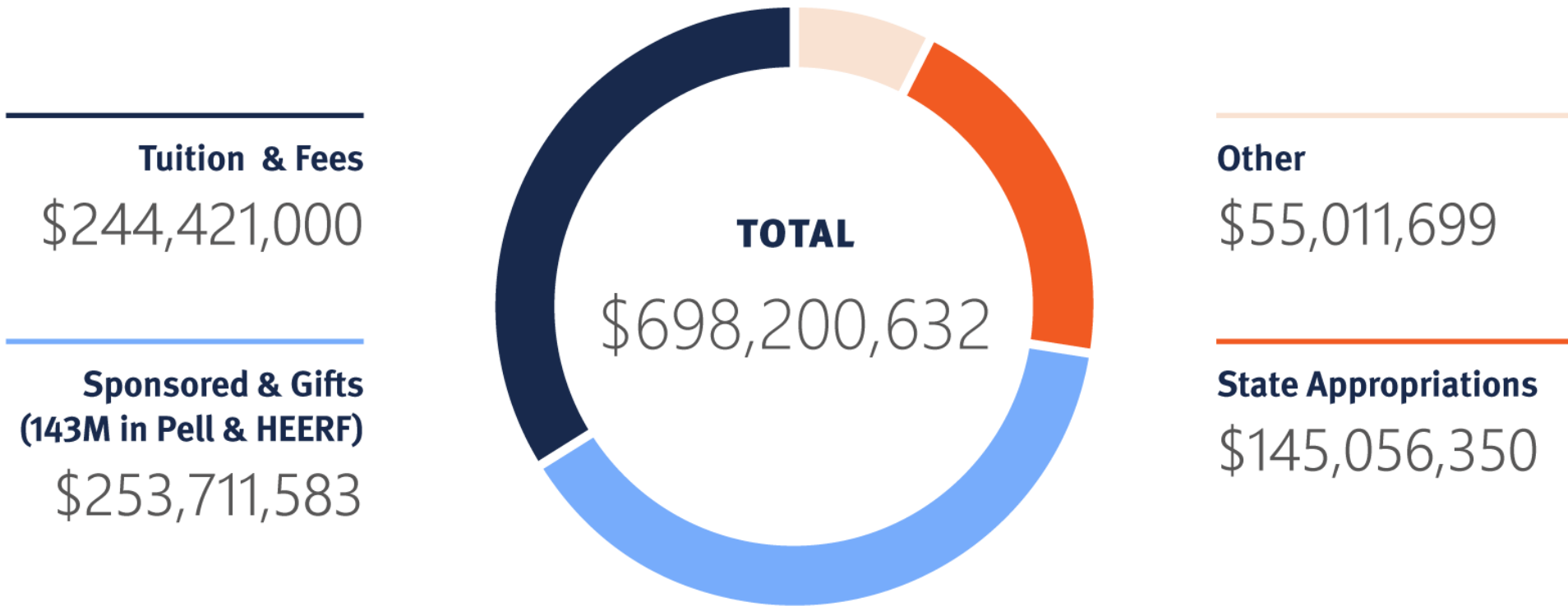
Agenda

- FY2022 UT System Budget
- IRM Model Overview
- IRM Process Improvements
- IRMY22 Outcomes
- IRMY22 “At Work”
 - Compensation Strategy Investments
 - Strategic Investment Fund
 - Operational Review Committee
- IRMY22 Conclusion




FY2022 UT System Budget

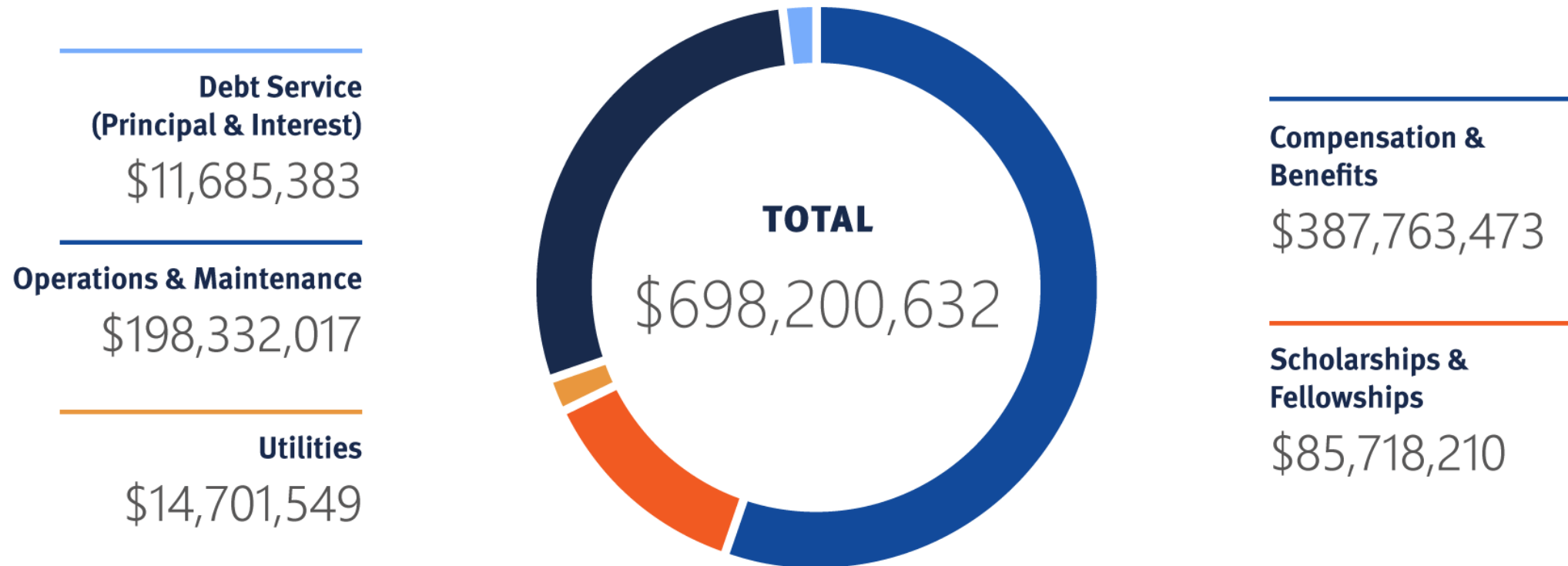
FY2022 Budgeted Revenue



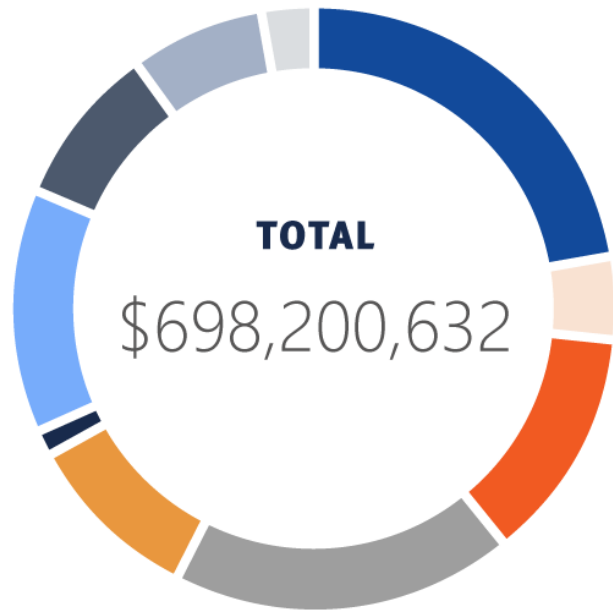
FY2022 Budgeted Revenue

STATE APPROPRIATIONS	FY2022	 \$25M INCREASE
GENERAL REVENUE	\$114,129,800	
STATE GROUP INSURANCE	\$13,577,249	
OTHER BENEFITS (TRS/OPR/OASI)	\$17,349,301	
TOTAL	\$145,056,350	

FY2022 Budgeted Expenses By Type



FY2022 Functional Budgeted Expense



Instruction

\$155,066,628

Research

\$127,377,490

Academic Support

\$90,285,595

Public Service

\$18,267,168

Student Services

\$31,369,077

Auxiliary Enterprises

\$66,749,714

Institutional Support

\$60,009,187

Scholarships & Fellowships

\$88,388,551

Debt Service Interest

\$9,419,483

Operations & Maintenance of Plant

\$51,267,739



IRM Model Overview

Guiding Principles



•Align resources with institutional priorities and state investment processes.



Promote collaboration amongst the colleges, support units and auxiliaries to advance institutional and student success.



Support the decision-making process with reliable data and analysis.



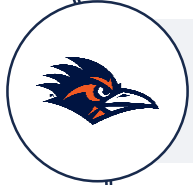
Improve budget transparency.



Guiding Principles



•Incentivize enrollment growth and cost effectiveness while enhancing fiscal accountability and prudent management of resources.



Align college opportunities to develop resources for program support and to make “local” decisions that advance their college and students



Evaluate the budget process periodically and adjust as necessary.



Develop a budget model that promotes clarity and understanding for academic and administrative leaders with financial responsibilities.



How It Works

IRM aligns institutional goals and KPIs with academic planning and financial management.

This ensures our budget supports the university's priorities, while encouraging campus units to own and develop their resources.



Governance Structure

IRM is governed by a collaborative, data-driven participatory process.

Under IRM, we all have shared responsibilities in deciding budget priorities. Regular touchpoints with campus stakeholders, shared governance bodies, and representative leadership is part of IRM. While ultimate budgetary decisions are made by the president, the Resource Management Team and University Leadership Council (which includes shared governance leadership of faculty, staff, and students) provide guidance and key insights to the overall decision-making process.

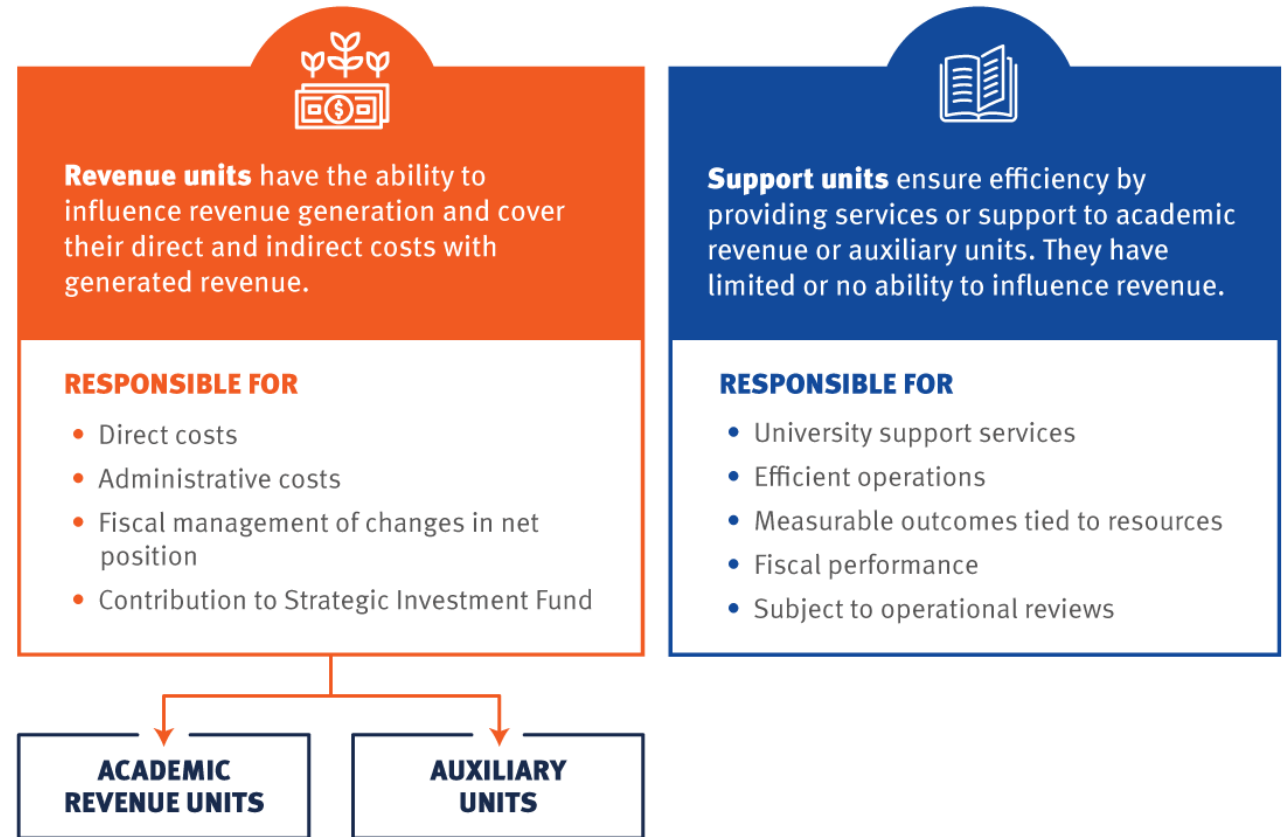


How Does UTSA use IRM?

Centered on activity generation, IRM aligns resource allocation model with activity.

IRM distinguishes campus units into two main types: revenue and support based on relative differences in expectations to directly generate activity and for financial sustainability.

Both Revenue and Support individual units have autonomy, transparency & clear financial data for decision making.



Implementation Progress

Despite delays from COVID in 2020, IRMY22 is the third year of the model.



utsa.edu/budget/irm/annual-budget-statements

- Continuous Assessment
 - University Finance Team regularly reviews model inputs and effectiveness.
 - More regular communication with stakeholders

	FY2018 SEPTEMBER 17 – AUGUST 18				FY2019 SEPTEMBER 18 – AUGUST 19				FY2020 SEPTEMBER 19 – AUGUST 20				FY2021 SEPTEMBER 20 – AUGUST 21				FY2022 SEPTEMBER 21 – AUGUST 22						
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
	ACTUAL IMPLEMENTATION TIMELINE				Budget Model Development				Parallel Year / Hold Harmless Year + Infrastructure Development + Address Unit Level Modifications				Year 0 Baseline – Initial run of model.				Revised, re-baselined model based on lessons learned.				Realizing Activity-Based Gains		



IRM Process Improvements

Process Improvement

New Comprehensive Planning Process

- Ongoing Collaborative Meetings with Academic College Deans
 - Series of meetings with members of the University Finance Team and Deans.
 - Reviewed changes in activity, and associated revenue, expense, and strategic investment allocation concepts in detail with discussion and feedback.
- Planning meetings held individually with Auxiliary Revenue Units and collectively with Support Units.



Process Improvement

Continuous assessment led to model changes.

Support Expense for Revenue Units

- The previous allocation used nine activity drivers to allocate twenty support unit costs, which made planning for final expense amounts difficult.
- Auxiliaries were direct-billed for facilities costs. Academic Revenue Units bore unbalanced portion of facilities costs.
- In order to promote easier planning and more predictability, support unit expenses are now allocated to revenue units via a support rate.
- Support rate charged to eligible revenue sources such as tuition and sales and services revenue.
- Service Level Agreements set with auxiliaries that are primarily fee-funded.

Process Improvement

- Engaged Huron Consulting to provide feedback on our progress with IRM.
 - To evaluate our budget process and support our commitment to continuous improvement.
 - Interviews with more than 50 stakeholders
- In May, we began delivering results of Huron's review to our various constituent groups.
- The **final Huron report** is posted on the **IRM website**:
utsa.edu/budget/irm/documents/irm-model-checkin-report.pdf



utsa.edu/budget/irm/documents/irm-model-checkin-report.pdf



IRMY22 Outcomes

IRMY22 in Summary

- Increases in WSCHs, majors, and total research expenditures led to earned increases in revenue distributed to the colleges, both from tuition and state appropriations.
 - IRMY22 tuition period is summer 2020, fall 2020 and spring 2021
- Record numbers in overall enrollment, increased SCHs, and majors and large gains in external research, other sponsored and gift expenditures.
- Both the total state appropriation to higher ed and UTSA's share increased, optimizing UTSA's new appropriation revenue.
- Increased general revenue from the state resulted directly from successful efforts by the colleges and academic support divisions to increase enrollment, retention and externally sponsored activity.
- Increased activity-based revenue created a unique opportunity, in turn, to make investments in our university priorities and community.

IRMY22 in Summary

- Third highest in state appropriations increase – efforts to grow WSCH were instrumental in this dramatic increase
- 9.1% increase in WSCH
- 19.4% increase in research expenditures
- 7.9% increase in student enrollment
 - 7.1% undergrad & 12.6% graduate
- \$39.5M or 12.2% academic revenue increase
- \$1.4M auxiliary revenue decrease
- **\$14M allocated to colleges for additional investment**

Note: Changes listed are based on prior year activity drivers.

IRMY22 in Summary


- Transitioned from multiple drivers to rates for support expense allocation
- \$14.3M provided as one-time assistance for Auxiliary Units:
 - \$11.7M of lost revenue claimed under Higher Education Emergency Relief Fund (HEERF)
 - \$2.6M of 8% relief from SIFF on mandatory fees



IRMY22 in Summary

Using changes in activity, IRMY22 allocated the earned activity-based revenue to units, creating additional opportunity for investment directed towards strategic goals and for hiring and retaining best-in-class faculty and staff to meet those goals.

- Minimum pay rates for Fixed Term Faculty and Staff
- Compression and market retention adjustments for Faculty & Staff
- Faculty promotions and tenure
- Institutional merit
- New Faculty hires
- Graduate student support
- Startup expenses
- Increased student services
- Operations
- Space enhancement



IRMY22 “At Work”: Compensation Strategy Investments

IRMY22 Investments : New Faculty Hires

21 TENURED / TENURE TRACK FACULTY

11 TRADITIONAL FACULTY HIRING

5 CLUSTERED / CONNECTED

3 FACULTY DIVERSITY HIRING PROGRAM (FDP)

2 DUAL CAREER PARTNERS HIRING PROGRAM (DCP)

1 POST-DOCTORAL FELLOW TO FACULTY

**SCHOOL OF DATA SCIENCE
STARTUP FUNDED AS NEW
ACADEMIC SUPPORT UNIT**

13 NEW FULL-TIME
FIXED TERM
TRACK FACULTY

IRM Y22 Compensation Investments – Already Implemented

Paid October 1

- Staff minimum wage increases
- Fixed Term Faculty minimums established
- Faculty market retention/compression adjustments
- One-time faculty Fall instruction transition supplements

Paid November 1

- Staff compression increases

Coming Later in Y22

- Institutional merit increases for faculty and staff, based upon performance evaluations/annual review
- Staff market retention adjustments



IRM Y22 “At Work”: Strategic Investment Fund

Strategic Investment Fund

- Strategic Investment Fund (SIF) Committee was launched.
- Committee comprised of faculty and staff representatives from throughout the university.
- SIF funded by allocation of revenues:
 - 14% on tuition, appropriation, sales and services and other revenue
 - 8% on mandatory fees (IRMY22 and forward)
- Allows for investment in critical strategic efforts that serve the best interests of the university.
- 32 distinct proposals were awarded SIF funding, totaling more than \$7 million!



Strategic Investment Fund

Examples of Funded Projects

Department	Projects
Strategic Enrollment	Implementation of new Graduate Application Platform to support UTSA's Strategic Enrollment goals
College of Sciences	Renovation Project, New COS Student Success Center
College of Engineering & Integrated Design	UTSA Drone Enclosure for Research, Training and Certification
College of Liberal & Fine Arts	UTSA Spanish Heritage Program



utsa.edu/budget/irm/strategic-investment-fund



IRM Y22 “At Work”: Operational Review Committee

Operational Review Committee

- First reviews completed in IRMY22
- Collaborative review process
 - Assess internal policies, processes and priorities.
 - Identify opportunities to improve outcomes and recognize efficiencies.
- Committee Membership
 - Leadership from academic revenue units, auxiliary units, and support units.
 - Faculty and staff in financial, business, and at-large positions.



Operational Review Committee

- Reviews during IRMY21
 - Campus Recreation
 - Student Success
 - Facilities
- IRMY22 review units
 - University Technology Solutions
 - Strategic Enrollment
 - Inclusive Excellence
 - Child Development Center



<http://utsa.edu/budget/irm/operational-review-committee.html>



Operational Review Committee

Actions Taken Since Spring 2021 Reports

- Facilities
 - Working with People Excellence on improving job descriptions and analyzing salary equity issues to reduce employee turnover rate
 - Planning to publish key data highlights in their annual report
- Student Success
 - Continues to seek external funding to support student success programs
 - Initiated strategic planning to eliminate high turnover in critical advising roles
 - Maximizing resources through strategically hiring positions that can assess programmatic outcomes, build out the business service center and manage large-scale initiatives
- Recreation & Wellness
 - Adjusted hours to save costs within current revenue limits
 - Previously collected assessment data like annual survey and usage data now posted on website





IRMY22 Conclusion

Final Thoughts

- Commitment to communication and collaboration
- Commitment to continued process improvement
- We appreciate your ongoing feedback and will count on your continued engagement

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BOLD
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