The University of Texas at San Antonio

Campus Conversations 2019-2020

Kimberly Andrews Espy, Ph.D., Provost & Senior Vice President for Academic Affairs
Veronica Mendez, Senior Vice President for Business Affairs
Campus Conversations Agenda

• Progress Updates
• College for Health, Community & Policy
• Master Planning
• Participatory Governance Framework & SPAC
• UTSA Planning Context & IRM Budget Model Overview
• Faculty Hiring, Success and Strategic Hiring Initiative Update
Progress Updates
SUCCESS BY THE NUMBERS

Our Students

32,792
Record High Enrollment

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7,029
Record Number of Degrees Awarded in 2018-2019

- 42% Pell grant recipients
- 59% new freshmen in top quartile
- 11% increase in doctoral students
- 41% transfer students
- 15% military affiliated
- 64% underrepresented minority
- 45% first-generation college
- 5 years average time to graduation
- 75% are employed
First-Year Retention

- Raised Admissions Standards
- University College
- Advising Reorganization, First Year Experience, Presidential Scholarships
- Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot
- PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses
- Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach
- Foundation One Stop Enrollment Center
- Civitas, Course blocking, Classroom to Career, Housing Initiative, Student Success Center

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)
Roadrunner Cohort

Second-Year Persistence

- 2009: 48.1%
- 2010: Raised Admissions Standards
- 2011: Advising Reorganization, First Year Experience, Presidential Scholarships
- 2012: University College
- 2013: Raised Admissions Standards
- 2014: PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses
- 2015: Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot
- 2016: Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach
- 2017: Foundation, One Stop Enrollment Center
- 2018: Civitas, Course blocking, Classroom to Career, Housing Initiative, Student Success Center
- 2019: 65.3%

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)
Roadrunner Cohort
Third-Year Persistence

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)

30.0% 35.0% 40.0% 45.0% 50.0% 55.0% 60.0%


University College
Raised Admissions Standards
PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses
Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot
Foundation One Stop Enrollment Center
Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach

Civitas, Course blocking, Classroom to Career, Housing Initiative, Student Success Center

STUDENT SUCCESS

STUDENT SUCCESS Roadrunner Cohort
Third-Year Persistence

PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses
Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot
Foundation One Stop Enrollment Center
Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach

Civitas, Course blocking, Classroom to Career, Housing Initiative, Student Success Center

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)
Roadrunner Cohort

Four-Year Graduation Rates

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)
Six-Year Graduation Rates

- **2008**: 30.7%
- **2019**: 50.8%

**University College**
- Raised Admissions Standards
- Advising Reorganization, First Year Experience, Presidential Scholarships

**Math Matters, New Faculty Institute, GUIDE, Academic Pathways Pilot**

**PIVOT, CAMPUS, DegreeWorks, CLASS, Success Marker Courses**

**Foundation One Stop Enrollment Center**

**Civitas, Course blocking, Classroom to Career, Housing Initiative, Student Success Center**

**Graduation Help Desk, Retention Grants, Resiliency & Retention Program, SOAR, Personalized Outreach**

Data as reported to the Integrated Postsecondary Education Data System (IPEDS)
UTSA’s Research Momentum

A GREAT PUBLIC RESEARCH UNIVERSITY

TOTAL RESEARCH EXPENDITURES
Actual & Projected

NRUF RESTRICTED EXPENDITURES
Actual & Projected

UTSA Meets Carnegie R1 & NRUF Criteria FY2021

Westside Community Center

A hub for UTSA to foster meaningful relationships with Westside residents and business owners to drive educational access, lifelong learning and economic opportunity

- Strengthen pipelines to higher education
- Strengthen families
- Strengthen communities
Reaccreditation efforts are on track for 2020 review.
Classroom to Career (C2C)

UTSA’s Quality Enhancement Program: Providing transformative learning experiences to advance the development of marketable skills

- Applying didactic learning to real-world problems and in applied contexts
- Advances student success and retention
- Strengthens partnerships in the San Antonio community
- Goal: 75% of students participate in at least one experience
- Phase 2 Implementation
San Antonio Workforce

Supporting the city’s growing need for a skilled workforce

• Fully online degree programs
• Flexible completion options
• Accessible, “stackable” certificates
• Industry-tailored training
  • Web Development Bootcamp
Democratizing Digital Fluency

Preparing our students for their careers in the knowledge economy

- UTSA named Adobe Creative Campus
- UTSA selected for MITRE’s Generation AI university consortium
College for Health, Community & Policy
College for Health, Community & Policy

- Criminology and Criminal Justice
- Demography
- Kinesiology
- Nutrition and Dietetics
- Psychology
- Public Administration
- Public Health
- Social Work
- Sociology
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<td>Sean Kelly (Chair)</td>
<td>Professor &amp; Dean</td>
<td>Honors College</td>
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<td>Gina Amatangelo</td>
<td>Lecturer</td>
<td>COPP, Department of Public Administration</td>
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<td>Sandra Morissette</td>
<td>Associate Dean for Research &amp; Professor</td>
<td>COLFA, Department of Psychology</td>
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<td>Brad Hamlin</td>
<td>Health Professions Advisor</td>
<td>University Health Professions Office</td>
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<td>Tammy Wyatt</td>
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<td>Student Success</td>
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<td>John Bartkowski</td>
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<td>Derek Plantenga</td>
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<td>Roger Enriquez</td>
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<td>Johnelle Sparks</td>
<td>Professor &amp; Department Chair</td>
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<td>Rhonda Gonzales</td>
<td>Interim Dean &amp; Professor</td>
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<td>Professor</td>
<td>College of Sciences, Department of Biology</td>
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<td>Langston Clark</td>
<td>Assistant Professor</td>
<td>COEHD, Health, Kinesiology &amp; Nutrition</td>
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<td>Bernard Arulanandam</td>
<td>Interim Vice President</td>
<td>Research, Economic Development &amp; Knowledge Enterprise</td>
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<td>Courtney Balderas</td>
<td>Assistant Director</td>
<td>Dreamers Resource Center</td>
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<td>Kaitlyn Law</td>
<td>SGA Executive Assistant</td>
<td>UTSA Student Government Association</td>
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<td>Colleen Bridger</td>
<td>Assistant City Manager</td>
<td>City of San Antonio</td>
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<td>Jacqueline Mok</td>
<td>Vice President for Academic, Faculty &amp; Student Affairs</td>
<td>UT Health San Antonio</td>
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<td>Jennifer Potter</td>
<td>Vice Dean for Research</td>
<td>UT Health San Antonio Long School of Medicine</td>
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<tr>
<td>Henrietta Muñoz</td>
<td>Senior Vice President, Research &amp; Evaluation</td>
<td>United Way of San Antonio &amp; Bexar County</td>
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Transition Team & Summary “Bucket” Takeaways

- Fall transition processes / timelines (draft)
- Departmental/College budget move
- College IRM Implementation Model
- Workload assignment/policy
- Faculty positions (past vacancies/go forward)
- Chairs (interim, renewals) & Associate Deans
- Admin staffing, research/RSC & accreditation support
- GARs, Grad student support
- Incidental Fees
- Advising
- Space
- PH course offering plan (short term, long term planning process)
- Connecting, Collaborating, & Communicating
School of Data Science

Uniting UTSA’s talent and resources in cyberscience, data science and data management

- Searches underway for the Academic Director and “Data Evangelist”
  - Jianwei Niu, Interim
- New Data Science MDST degree
  - Joint BS/MS in development
- One of eight universities designated NSA data science partner
Partnership Ecosystem

National Security Collaboration Center

Government

University

Industry

Air Force 59th Medical Wing

25th Air Force
(formerly Intelligence, Surveillance and Reconnaissance Agency)

24th Air Force
(Cyber Command)

Army Research Laboratory

Air Force Association CyberPatriot

Air Force Air Education and Training Command

Air Force Life Cycle Management Center

Defense Intelligence Agency

Dept. of Energy National Labs

Department of Justice

Federal Bureau of Investigation

(FFRDC) MITRE

NSA Texas

Secretary of the Air Force Chief Data Office

Southwest Texas Fusion Center


U.S. Strategic Command Academic Alliance

Army

Raytheon

Booz Allen Hamilton

Sierra Nevada Corporation

CISCO

SNC

CyberTexas Foundation

PARSONS

Peraton

Leidos

Accenture

Booz Allen Hamilton

Texas A&M Engineering Experiment Station

Dept. of Energy National Labs

+ defense technology businesses

+ multiple data centers

+ state and local agencies

+ additional government partners
Partnership Ecosystem

National Security Collaboration Center

Army Research Laboratory

Defense Intelligence Agency

Dept. of Energy National Labs

+ defense technology businesses

+ multiple data centers

+ state and local agencies

+ additional government partners

Air Force Life Cycle Management Center

Air Force Association CyberPatriot

Air Force 59th Medical Wing

Air Force Air Education and Training Command

Air Force 25th Air Force (formerly Intelligence, Surveillance and Reconnaissance Agency)

Air Force 24th Air Force (Cyber Command)

Army Research Laboratory (ARL)

Department of Justice Federal Bureau of Investigation

Secretary of the Air Force Chief Data Office

Southwest Texas Fusion Center


U.S. Strategic Command Academic Alliance

$15M partnership with Sandia National Laboratories
Campus Master Plan

Guiding the development of UTSA’s campuses over the next decade

www.utsa.edu/masterplan
The UTSA Campus Master Plan provides a **roadmap** to guide the university’s future development, investment and growth.

**Campus Master Plan**

**Roadmap to Success**

- Advance academic excellence
- Amplify economic development for the city of San Antonio
- Promote socioeconomic vitality in communities

**Promote socioeconomic vitality in communities**
Campus Master Plan

Enrollment Growth

- 1,000 students in 1973
- 9 degree programs in 1973
- 32,792 students in 2019
- 180 degree programs
- 3.3M additional square footage to accommodate student growth
- >45,000 students in 2028
Campus Master Plan

A Shared Purpose

Reflecting UTSA’s commitment to serving the City of San Antonio

- Increasing green space
- Creating a welcoming campus
- Sharing facilities
- Promoting heritage and art
- Providing community learning experiences
Campus Master Plan

One University
Multiple Campuses

Main Campus

Downtown Campus

Hemisfair Campus*

Park West

* Not included in campus master plan
Stakeholder Engagement

- 29 staff members interviewed
- 6 targeted focus groups
- 3,989 responses to discovery survey
- 4 Community forums
- 4 Campus forums

Master Planning Steering Committee: utsa.edu/masterplan
Campus Master Plan

Emphasizing Sustainability

Physical
- mobility
- micro-climate
- energy and carbon
- water
- ecology
- waste
- disaster resilience

Social
- equity
- cultural diversity
- student success
- recruitment and retention
- art
- wellbeing
- community connections
- health and wellness
- equal access

Economic
- affordability
- capital resources
- revenue generation
- leveraged investments
- operational efficiency
- partnerships
- finance and investment
- economic development
Main Campus
Main Campus
Planning Principles

Principle #1
Support a robust research enterprise

Principle #2
Increase access to open spaces

Principle #3
Promote pedestrian orientation

Principle #4
Encourage mixed-use
Main Campus

Districts

- Facilities
- Athletics & Recreation
- Academic Core
- Living Learning
- Innovation Park
- Reserve
Proposed Master Plan
Main Campus
Main Campus Master Plan Features

- Living Lab & Pavilion
- Future Athletics Expansion
- Athletics Plaza
- Future Arena
- Facilities Offices
- Softball
- Improved Baseball
- Western Academic Expansion
- Roadrunner Athletics Center of Excellence
- Child Development Center
- Central Receiving
- Plaza Central
- Paseo Verde
- Transito Mobility Hub
- Pedestrian Crossing
- Innovation Green
- Modified Channel
- New Paseo
- Honors Plaza
- Roadrunner Plaza
- Western Academic Expansion
- Performing Arts Center
- Plaza Central
- Central Receiving
- Living Lab & Pavilion
- EXISTING BUILDING
- PROPOSED BUILDING
Proposed Master Plan
Main Campus Paseo Verde
Proposed Master Plan
Park West Campus
Large-Scale Testing Laboratory

Designed for civil engineers to test integrity of structural components and systems at near 100% scale

- $9.95 million facility
- 50 feet tall
- 40-by-80-foot reaction floor
- Grand opening held Oct. 3
Science and Engineering Building

Cutting-edge laboratory, classroom and meeting space to support students and researchers in brain health, chemical engineering, biology and chemistry

• $95 million, 153,000 sq ft, the largest construction project in UTSA history

• Showcase “makerspace” for engineering student teams to design, test and fabricate their senior design projects

• Academic Affairs procured $1.8 million for new instructional equipment
Guadalupe Hall

New on-campus residential community for freshman that integrates learning with living.

Construction underway; Move-in ready for Fall 2021

- 350+ beds, 95,000 gross square feet
- Expands and enhances campus residential experience for freshmen and first-gen students
- Collaboration, formal and informal learning space to facilitate meaningful engagement
Student Success Center

A world-class facility to support UTSA students from the start of their college journey through to graduation.

Construction has begun on temporary complex to centralize academic advising offices and is due to open in February 2020.
Honors Residential College

A new residence to support the distinctive experience for the university’s top students, bringing UTSA’s Honors College to new levels of national prominence

- 225+ beds
- “Connected” classrooms
- Event and programming space
- Dining and fitness facilities
- Study rooms and computing space
Downtown Campus
Downtown Campus
Planning Principles

Principle #1
Promote community partnerships

Principle #2
Embrace urban environment, arts and culture

Principle #3
Enhance pedestrian connections

Principle #4
Create a complete, comprehensive campus
Proposed Master Plan
Downtown Campus
Downtown Campus
Master Plan Features

- Westside Crossing
- Potential Recreation & Wellness Center
- Cattleman’s Square Housing
- Buena Vista Pavilion
- Underpass Improvements
- East-West Street Improvements
- Continental Hotel Housing
- Housing
- Medina Promenade
- Central Green
- Parking Structure
- Housing
- Academic & Research
- Academic & Research Courtyard
- Green
- East-West Street Improvements
- Expanded College of Business and Career Education
- NSCC / School of Data Science
- Extension of San Pedro Creek Culture Park

EXISTING BUILDING
PROPOSED BUILDING
Proposed Master Plan
Westside Crossing
Proposed Master Plan
Buena Vista Pavilion
• P3 Industry Day: Sept. 10
• RFQ: mid-October
• Purchase of 506 & 702 Dolorosa to be presented to Nov Board of Regents
• COSA allotted $1 million for design improvements for Dolorosa
Participatory Governance Framework & SPAC
UTSA's executive leadership structure provides a clear process for campus planning, prioritization and decision making that reflects our core as an academic enterprise.

**Participatory Governance Framework**

- **Institutional Strategy & Tactics (External Focus)**
  - President's Cabinet
    - Reviews, evaluates and advises President
  - President makes decision

- **University Strategy, Tactics & Initiatives (Internal Focus)**
  - University Leadership Council
    - Reviews, evaluates and advises Provost
  - President makes decision

- **Academic Programs, Support & Services**
  - Academic Council
    - Reviews, evaluates and makes recommendations
  - Provost makes decision

**Shared Governance Processes**
President’s Cabinet

Taylor Eighmy
President

Myron Anderson
VP for Inclusive Excellence

Bernard Arulanandam
Interim VP, REDKE

Lisa Campos
VP for Intercollegiate Athletics/Athletic Director

Mary Diaz
Interim VP for University Relations / Chief of Staff

Kimberly Andrews Espy
Provost & Sr. VP for Academic Affairs

Joe Izbrand
Assoc. VP for University Strategic Communications

Kendra Ketchum
VP for Information Management & Tech.

Veronica Mendez
Sr. Vice President Business Affairs

Karl Miller-Lugo
VP for Development and Alumni Relations

Anne Peters
Assoc. VP Communications & Special Projects

LT Robinson
Dean of Students & Sr. Vice Provost for Student Affairs
Space Planning Principles

- Promote the academic, research and service missions of the University through rigorous analysis of existing space and by creating new space that is flexible and adaptable to serve university needs.

- **Promote efficient and collaborative** use of space through the consistent application of University standards that enables university growth and minimizes capital investment.

- Seek to **consolidate functions in single locations and create synergy and alignment for collaboration** among individuals and units through adjacency of assignment that best implements the long term vision of the University and its units.
Student Collaboration Space in the Flawn Building
Lecture Hall Renovations
Incentivized Resource Management

UTSA IRM Budget Model
FY 2020 Annual Budget

www.utsa.edu/irm
UTSA’S 10-YEAR

Destinations

A model for student success

A great public research university

An exemplar for strategic growth and innovative excellence
10 Aspirant Peer Models of Excellence

UC Irvine
University of Central Florida
UC Riverside
George Mason University
UC Santa Cruz
FIU
Florida International University
Carnegie RI Institutions

UMBC
Georgia State University
Portland State University
# UTSA KPI’s => Annualized Targets

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**UTSA 6-yr Graduation Rate**

- 2008: 36%
- 2009: 36%
- 2010: 38%
- 2011: 41%
- 2012: 44%
- 2013: 49%
- 2014: 53%
- 2015: 54%
- 2016: 57%
- 2017: 60%

**TARGETED Number Graduated**
VPs
Deans
Vice Provosts
Annual
Work Plans
UT System KPIs

UTSA 10-YR Goals

Incentivized Resource Management

Annual Targets & Workplans
Incentivized Resource Management (IRM) Model Rationale

- Connection and alignment of institutional KPIs/goals, academic planning and financial management
- Unlocks entrepreneurial spirit and ownership of resource development through unit activities
- Clear path and formal communication that links central investments to university-wide strategic priorities
- Broader scope for stakeholder groups to inform budgetary decisions in a coordinated way
- Systematic data-driven review of unit-level performance
- Longer term outlook that plans for the next three to five years
IRM Budget Model Overview
IRM Goals

• Align resources with institutional priorities
• Support the decision-making process with reliable data and analysis
• Improve budget transparency
• Incentive revenue growth and cost effectiveness
• Improve fiscal accountability and management of resources
• 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
IRM Development Timeline Review - Highlights

2017
Fall Financial Diagnostics and assessment of existing budget model and financial reviews of the institution

Finance and Budget Modeling Task Force created a set of guiding principles

2018
January: Financial Modeling Began using FY 2017 Actuals and a Pro Forma Budget Tool was built

April: Stakeholder engagement began

December: Restatement of FY 2019 Annual Operating Budget into IRM Format

2019
February: Began planning for the IRM implementation with reviews of prior model decisions, relevant activity drivers and the impacts of recent organizational changes. Meetings were conducted with colleges, auxiliaries and support units

Spring: Developed FY2020 Annual Operating Budget for UT System and Submitted for BOR Approval

August: IRM FY2020 Operating Budget Information shared with all units
IRM Implementation Process

April - August
Approximately 90 engagements
Work sessions, Meetings and Presentations

- College Deans
- Department Chairs
- College Financial Leads
- Vice Presidents
- Associate/Assistant Vice Presidents
- Directors
- Academic Support Financial Leads
- Auxiliary Financial Leads
- Administrative Support Financial Leads
- Student Government Association
- Faculty Senate
- Staff Council
Revenue Units

Revenue units have been organized into two categories: Academic Units and Auxiliary Units.

Revenue Units (Academic and Auxiliary)

- Able to influence revenue generation (either directly generated or allocated, i.e., tuition)
- Cover direct costs with generated revenue
- Fully-allocated share of central support costs
- Accountable for performance, retaining both surpluses and losses
- Contribute a portion of earned revenue to a “Strategic Investment Fund” (Participation Fee)
- Able to influence decisions regarding support costs through governance structure

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## Revenue Unit – Sharing of Revenue Generated

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Allocation Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuition and Course Fees</strong></td>
<td></td>
</tr>
<tr>
<td>66% to College of instruction (COI)</td>
<td>WSCH</td>
</tr>
<tr>
<td>34% to College of record (COR)</td>
<td>SCH</td>
</tr>
<tr>
<td><strong>Differential Tuition</strong></td>
<td>Direct, College of Record</td>
</tr>
<tr>
<td><strong>Graduate Incremental Tuition</strong></td>
<td>SCH, College of Record</td>
</tr>
<tr>
<td><strong>Course, Lab and Optional Fees</strong></td>
<td>Direct, College of Record</td>
</tr>
<tr>
<td><strong>State Appropriations from Formula</strong></td>
<td></td>
</tr>
<tr>
<td>66% Instruction/Operations Portion</td>
<td>WSCH</td>
</tr>
<tr>
<td>34% Instruction/Operations Portion</td>
<td>Total External Research Expenditures</td>
</tr>
</tbody>
</table>
Support Units

Support units have been organized into two categories. **Academic Support** units provide support and services to academic colleges; **Administrative Support** units provide support and services to both Academic and Auxiliary units.

**Support Units (Academic and Administrative)**
- Limited-to-no ability to influence revenue
- Provide services and support to Academic Revenue Units and Auxiliary Revenue Units
- Accountable for support service levels relative to investment
- Use benchmarking and performance as evaluation tools
- Accountable for efficiency and operational effectiveness
- Receive no allocation of central costs
- Costs are allocated out to revenue units

### Support Units

#### Academic Support
- Academic Affairs
  - Strategic Enrollment, Student Success, Student Life, Honors, Academic Innovation, Libraries, Academic Success, Global Initiatives, University Planning, Graduate School, Strategic Education Partnerships
- Inclusive Excellence
- Research Administration

#### Administrative Support
- Business Affairs
- External Relations
- Information Management & Technology
- President’s Division
Support Unit Cost Allocation Drivers

Administrative Support Costs are allocated to all IRM Revenue Units, which includes Academic Colleges and Auxiliary Units.

Academic Support Costs are allocated only to the Academic Colleges.

<table>
<thead>
<tr>
<th>Administrative Support Unit</th>
<th>Activity Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Affairs</td>
<td>Direct Expense</td>
</tr>
<tr>
<td>Distribution Services</td>
<td>Direct Expense</td>
</tr>
<tr>
<td>External Relations</td>
<td>Direct Expense</td>
</tr>
<tr>
<td>Facilities Planning &amp; Admin</td>
<td>Square footage</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Employee Headcount</td>
</tr>
<tr>
<td>Information Mgt Technology</td>
<td>Total Headcount</td>
</tr>
<tr>
<td>President’s Division</td>
<td>Direct Expense</td>
</tr>
<tr>
<td>Public Safety</td>
<td>Total Headcount</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Academic Support Unit</th>
<th>Activity Driver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Innovation</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Career Engaged Learning</td>
<td>UG Student FTE</td>
</tr>
<tr>
<td>Education Partnerships</td>
<td>UG Student FTE</td>
</tr>
<tr>
<td>Faculty Success</td>
<td>Faculty FTE</td>
</tr>
<tr>
<td>Global Initiatives</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Graduate School</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Honors College</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Inclusive Excellence</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Libraries</td>
<td>Faculty &amp; Student FTE</td>
</tr>
<tr>
<td>SVPAA</td>
<td>Faculty &amp; Student FTE</td>
</tr>
<tr>
<td>Research</td>
<td>Sponsored Programs Expenses</td>
</tr>
<tr>
<td>Strategic Enrollment</td>
<td>UG Student FTE</td>
</tr>
<tr>
<td>Student Life</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Student Success</td>
<td>Student FTE</td>
</tr>
<tr>
<td>Undergraduate Studies</td>
<td>UG Student FTE</td>
</tr>
<tr>
<td>University Planning</td>
<td>Faculty &amp; Student FTE</td>
</tr>
</tbody>
</table>
Support Unit Allocation Methodology

Net academic and administrative support costs are allocated out to revenue-generating units in their pro-rata share of appropriate activity drivers.

Net expenditures are allocated out to the Revenue Units

- Revenues less Expenses = Net Expenditures

- For example: Administrative Support Unit XYZ costs $2M or Academic Support Unit JKL generates $1M in fee revenues, has a total expenses of $3M, so $2M net is allocated;
  - the $2M cost of Administrative Support Unit XYZ is allocated out to the Academic Colleges and Auxiliaries based on their proportional share of the expense driver
  - For the $2M cost of Academic Support Unit JKL costs, College A comprises 20% of the total UTSA UG Student FTE, 20% of net $2M = $400,000 expense for Academic Support Unit XYZ allocated to College A
### Who Receives Revenues? Who Pays Expenses?

Revenue units receive the revenues that they have generated and pay for their portion of support unit costs.

<table>
<thead>
<tr>
<th>Revenue or Expense Items</th>
<th>Academic Colleges</th>
<th>Auxiliary Units</th>
<th>Academic Support Units</th>
<th>Admin Support Units</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition</td>
<td>✓</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Fees</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>State Appropriation</td>
<td>✓</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sponsored Research and F&amp;A</td>
<td>✓</td>
<td>-</td>
<td>-</td>
<td>_A</td>
</tr>
<tr>
<td>Gifts</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Other Revenue (“Sales &amp; Services”)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Support Unit Costs</td>
<td>✓</td>
<td>✓</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Academic Support Unit Costs</td>
<td>✓</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Other:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligible for Strategic Investment Funding</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Strategic Investment Participation Fee</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

*OVPR receives a portion of F&A based on current MOU.*
Strategic Investment Fund composed of two parts:

1. **Common Strategic Investment Fund (CSIF)**
   Fee assessed on unrestricted revenues: Net Tuition Revenue, State Appropriations, Sales & Services, Other Revenue

2. **Strategic Investment Fee Fund (SIFF)**
   Mandatory Fees, e.g., Student Services Fee, UTSA Card Fee, Medical Services Fee, Rec Center Fee. Non-institutional program and course fees allocated directly.

Mandatory Fee funds will not be comingled with the rest of the Strategic Investment Fund dollars, but segregated, with final authority on spend within the purpose as designated by the statutory language.
**IRM Governance Structure**

**Academic Support Units**

**University Leadership Council**
(includes FS, SGA, SC leadership)

**Administrative Support Units**

**Strategic Investment Advisory Committee**

**Academic Revenue Units**

- **Auxiliary Revenue Units**
- **Administrative Support Units**
- **Academic Support Units**
- **Academic Revenue Units (Colleges)**

- **Executive Resource Management Team**
  (President, Provost, SVPBA, VPREDEK)

- **Final Decision**
  - Recommends funding of specific investment requests
  - Evaluates and prioritizes investment requests
  - Make investment requests from CSIF/SIFF
Committee Membership

The Strategic Investment Advisory Committee will be made up of the following members:

Strategic Investment Advisory Committee
- 1 Academic College Deans
- 1 Academic College Department Chairs
- 1 Academic College Center or Institute Director
- 1 Academic Support Unit Representative
- 1 Faculty Senate Delegate
- 1 Staff Council Representative
- 1 Student Government Member
- 1 Auxiliary Representative
- 1 Admin Support Representative
- 1 Space Committee Representative
Operational Review Process

Auxiliary Units, Administrative Support Units, and Academic Support Units will submit formal or informal reviews each year to the “Operational Review Committee,” which will review and make recommendations to the Executive IRM Resource Management Team.
Operational Goals & Review Reports

On a rotating basis, the Committee will review prior year performance, current year operations and budget requests. A forum is provided for support units to lead an evidence-based conversation with central leadership on issues important to the unit. Operational review reports should include several components.

<table>
<thead>
<tr>
<th>Component</th>
<th>Illustrative Support Elements</th>
</tr>
</thead>
</table>
| Self-assessment of unit operations, internal policies, processes and priorities, as well as its impact on strategy and tactics | ▪ SWOT and benchmark analysis  
▪ Workplace or customer survey results |
| Prior year performance and contribution to UTSA’s mission and strategic priorities | ▪ Statement of activities and metric dashboard  
▪ Impact of prior year one-time funds (if any) |
| Performance improvement plan. | ▪ Process, systems and staff improvements plans  
▪ Proposed policies, programs, etc. |
| Resource management (budget performance and investment needs) | ▪ Budget performance reports  
▪ Demonstrate how investments improve service or creates efficiencies |

Support units that do not meet the Committee in a given year will be responsible for submitting a streamlined report to the Committee.
Committee Membership

The Operational Review Committees will be made up of the following members:

Operational Review Committee
- 2 Academic College Deans
- 2 Academic College Department Chairs
- 1 Academic College Business Officer
- 1 Academic College Center or Institute Representative
- 1 Academic Support Unit Representative
- 1 Faculty Senate Delegate
- 1 Auxiliary Representative
- 1 Admin Support Representative
- 1 Space Committee Representative
Up next: Generating New Resources, College:Department planning

The IRM model creates a set of structures, rules, and incentives to prompt decisions and behaviors that can yield new resources long term.

College IRM Implementation Plan
- Develop participatory process
- Connect/align college KPIs/action plans, departmental program planning and IRM revenue/expense drivers
- Unlock entrepreneurial spirit through transparent revenue/expense sharing
### Scenario Planning Tools

Scenario planning tools have been developed to facilitate planning consistent with the IRM methodology.

Resource sessions are being scheduled.
Faculty Strategic Hiring and Success
72 New UTSA Full-Time Faculty for FY20

- 52 Tenured/tenure-track
- 20 Non-tenure-track

- 71% R1 universities
- 35% AAU universities
- 15% International universities

- 21% New T/TT faculty who identify as underrepresented minority
- 5% Increase in those who identify as Hispanic
Strategic Hiring Initiative

- Clustered & Connected Program, 5
- Faculty Diversity Program, 3
- Dual Career Program, 3
- Nationally Recognized Faculty Program (NRP), 1
- Cluster/NRP, 1

32 faculty elected the Voluntary Separation Incentive Program
Start-Up Support for Fall 19 Faculty

- UT System STARS: $4,584,746
- Equipment: $1,630,090
- Graduate Assistants: $1,789,658
- Other Support: $6,186,431

Over 3 year period
Approved Cluster Searches

**Artificial Intelligence**
*Two positions:*
- Psychology
- Open department

**Human Performance**
*Three positions:*
- Kinesiology
- Psychology/Kinesiology
- Biomedical Engineering

**Quantum Information Science**
*Three positions:*
- All open department

**Social & Environmental Challenges in Latin America**
*Three positions:*
- Modern Languages/Art History
- Environmental Engineering
- Anthropology
- Geological Sciences

**Virtual & Augmented Reality**
*Three positions:*
- Electrical & Computer Engineering/Computer Science
- Interdisciplinary Learning & Teaching/TBD
- Open department
Faculty Recruitment Portal

120 T/TT position requests submitted to Deans for review/approval to search

96 requests reviewed, prioritized and approved by College for Academic Affairs review

60 new positions reviewed, prioritized and approved by Provost

+11 new positions through Clustered & Connected SHI program

= 71 new T/TT positions released to FY20 search
Updated T/T TT Faculty Recruitment Process

Goal: to create inclusive and diverse faculty recruitment practices

**Identify Search Committee**

- Chair submits search committee for approval by Dean
- Min. 3 T/T TT faculty members
- At least 1 member should be URM or a woman, whenever possible
- At least 1 member from another dept. or external subject matter expert
- The Committee Chair role includes Diversity Advocate

The Diversity Advocate serves as the “Inclusivity” hiring expert charged with facilitating the incorporation of the inclusivity hiring guidelines in the faculty search process.

**Develop Recruitment Plan**

- **Stage 1 (Chair, Dean, and Academic Affairs)**
  - Schedule for the search process
  - Proposed advertisement plan (IE now will place ads in diversity oriented venues)
  - Job description which includes inclusive excellence language and applicants provide a research and teaching statement, which includes discussion on the role diversity and inclusion plays in an academic environment.

- **Stage 2 (Chair and Dean)**
  - Review matrix for candidates
  - Screening interview questions including a question on diversity

**Conduct Interviews**

- Video/Phone interviews are required and interviewees must include at least 1 URM and a woman candidate
- On-campus interviewees must include at least 1 URM or a woman candidate
- On-campus candidates have the opportunity to meet with affinity groups and/or Dr. Myron Anderson
Advancing excellence through faculty recruitment

*Goal: to create inclusive and diverse faculty recruitment practices*

- UTSA Search Committee Training collaborative between Academic Affairs and Inclusive Excellence
  - Academic Affairs now covers full recruitment costs ($2815) for 3 top-notch candidates
  - Inclusive excellence training in all faculty searches
    - Topics: What implicit bias is, how it influences searches, and strategies to reduce implicit bias in searches resulting in talented, diverse, candidate pools
  - Face to face training for search committee chairs and online training for search committee members
Faculty recruitment ... on the horizon

Goal: to create inclusive and diverse faculty recruitment practices

Excelencia’s 2019
Creating Hispanic SERVING Identity Through Faculty Hiring Institute

Selected for APLU IAaspire IChange Program, Cohort 1

Southern Region Education Board
In partnership with Inclusive Excellence attend Institute for Teaching and Mentoring conference
Advancing UTSA Academic Impact:

FY20 Academic Affairs Faculty Travel Awards

- Increased Academic Affairs funding for faculty travel to $350k per annum
- Partnering with colleges through matching funding

T/TT faculty
Presenting original research

NTT/Teaching Intensive
Participating in professional development to improve teaching
Graduate Student Success for Faculty Excellence

To support the success of a diverse body of graduate students in the context of recruitment, retention, degree completion and career outcomes.

The initiative will address issues of funding, programs, diversity, data and tracking of outcomes.
Implementation of SPAC space concepts:

Business Affairs – 2,598 square feet
- Enabled relocation of 6 additional staff to accommodate total of 17 staff

Academic Affairs – 3,296 square feet
- Enabled relocation of 13 additional staff to accommodate total of 27 staff

=> Total 1,900 sqft of space saved
=> *Increased collaboration and vibrancy*
Destination #3: Exemplar of Strategic Growth & Innovative Excellence

Recent administrative reorganizations are designed to advance effectiveness

Example: Academic Affairs

1) Motivation: Inquiry to Graduation – aligning and connecting student-focused services
   - Eliminated VP layer positions and concentrated leadership in single Dean/Vice Provost existing position
   - Residential Services under VP Student Success to promote retention

2) Motivation: Academics @ Our Core
   - Eliminated SVP layer positions, concentrated leadership in single SVP existing position
     - Increased faculty role in academic processes (e.g. P&T, CPE, Endowments)
   - Refocused on mentoring, training, professional development
     - Reformulated New Faculty Academy, new & ongoing sessions for chairs
     - More guidance, templates, faculty and staff oversight to improve consistency
     - Reduce administrative burden through Information systems – hiring portal, workflows