

## **FY2023 Operational Review Committee Final Report**

Unit Reviewed: Student Union  
Date: February 2023

### **Unit Presentation Requirements**

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

- General Information to “Tell Your Story”
  - How unit aligns to University goals
- Organizational Chart and Position / Staffing Information
- Opportunities and Strengths
- What is going well? What requires improvement?
- Key Performance Indicators, Benchmarks, and Surveys
- Five Year Financial Pro-forma
- Reserves and Balances

### **Goals and Initiatives**

- The Student Union’s central mission involves enhancing student life and fostering an engaged community by providing services and programming to encourage participation in activities for personal and professional development. This mission is well aligned with the University’s core mission and, when realized, will strengthen relationships among students, future alumni, and UTSA.
- The Student Union staff root their programming in student development theory, which includes far more than building/facilities management.
- The Student Union strategic goals are well articulated and support the unit’s mission:
  - enrich learning and involvement (via student employment opportunities focused on leadership development and career preparation)
  - enhance quality of student experience (via consistent and excellent services)
  - encourage gathering and facilitate collaboration (via event services, initiatives, and programs)
  - expand UTSA’s presence (via events that connect the community to UTSA)
- The Student Union goals and initiatives are supported by the unit’s core values of inclusion, synergy, customer service, teamwork, learning, and history and traditions.
- Student staff development and the Roadrunner Pantry are two exemplar initiatives, which highlight how the Student Union creates meaningful connections between UTSA and the student body, fostering lifelong relationships between future alumni and the institution.
- The Student Union self-identified possibilities to improve its strategic goals, like growing commuter student engagement, faculty collaborations, and students’ service availability.

- The Student Union needs to engage in regular data collection to gauge student satisfaction with services, initiatives, and programming, given the changing needs and expectations of students following the pandemic.
- The Student Union presentation included some causal conclusions about the effects of their activities when only correlational evidence appears to exist (e.g., participation is associated with student success). If the unit wishes to examine the impact of goals and initiatives on specific outcomes, more rigorous (longitudinal) research design is needed.

## Organization

- The Student Union was created and operates with the intention to support the entire institution, with a primary focus on the student body. The Student Union strives to meet those changing needs (e.g., Roadrunner pantry, diverse programming, meeting spaces).
- The majority of the Student Union staffing are students who are getting classroom-to-career experience, but they are still down ~50 student employees post-pandemic. The presentation did not cover the staffing and duties of full-time employees beyond an organizational chart; job descriptions—not simply titles—would have been helpful.
- The presentation highlighted the Student Union reliance on fees, which are based on credit hour production; a flat fee would have a significant impact on the department's resources. Organizational cost savings may be possible with outsourcing some staff positions, but overall they seem to maximize their resources.

## Operations

- The Student Union serves the University in a variety of ways, most importantly as an inviting and inclusive gathering space for students, faculty, and staff.
- Their operational approach is student-centered as seen in hours of operation, student organization priority space booking, and renovation of spaces with the student in mind.
- The Student Union Advisory Board (faculty and students) meets regularly and presents recommendations to the Executive Director. Many Student Union improvements have come from recommendations from the Advisory Board.
- The Student Union is comprised of six areas: (1) event services, (2) facility operations, (3) business operations, (4) communication, (5) programs, and (6) the Whataburger resource center.
- The Student Union staff has a good mix of FTE and PTE student staff. In fact, student staff plays a critical role in the daily operations and responsibilities of the Student Union.
  - The student staff development program is in line with the University's student success goal.
  - The manager program focuses on skill-building related to the NACE career competencies.
  - We recommend that intentional learning outcomes should be used and assessed during staff orientations and training.

- The Student Union uses 25Live (Anthology)/RowdyLink for reservation requests. One FTE is the RowdyLink administration, who tracks reservations, checks-in participants, and assesses risk management.
  - RowdyLink promotes visibility and provides real-time information on student events.
  - Since its use (for four years), reservations have increased and average about 85%.
  - The Student Union should use data collected from RowdyLink to show possible correlations between participation and engagement in Student Union programs and services and student retention and persistence toward graduation.
- RR Express has also shifted to more online operations work for the campus community which freed up physical space for other opportunities

## Finance

The presentation itself, while enjoyable and educational, did not include an overview of the financials. The Operations Review Committee would like questions addressed as follows:

- Is there a Student Union downtown? If so, please provide information. If not, why not?
- Why do you want to change the student fee structure? The committee would like to know how this would change per student costs as well as the bottom line.
- Are there other sources of income beyond student fees and services. What about outside rentals—and is there a process and/or fee schedule available for that?
- Why are we there perennial deficits and what is the plan to address it? A thorough financial report is necessary. The pro forma mentions some transfers, but from where?
- How does the Student Union compare to peers in terms of budget and fee structure?

## Assessment

- The Student Union provides services central to the university's identity and community, challenged by post-pandemic circumstances, changing student interests, and budget constraints that have deferred maintenance issues.
- The Student Union core values are clearly stated and their mission aligns with UTSA's goals for student success, strategic growth, and innovative excellence. They remain student focused, and have modernized their space. The student employment development and management program is an exceptional initiative.
- The Student Union should provide more detail on their KPIs, budget, and next steps. The presentation to the committee suffered from time management issues that made it difficult to assess these important components of the Student Union's story.
- Based on the data provided, the Student Union *appears* to be underfunded, but enough information was not provided to fully understand the Student Union's financial model.
- Although the Student Union has done a good job demonstrating its relevance and service to students – the food pantry and student programs – there is a need to raise the visibility of the Student Union among the students, faculty, staff, alumni, and visitors.
- Beyond this budget year, we are concerned that not enough attention is focused on the Student Union's projected revenue shortfalls. Deferred maintenance issues loom as a serious concern in the next few years. The Student Union needs more than fees to be

self-sustaining (or the fee model needs to be revisited). The Student Union may also consider contracting some operations and personnel.

- The Student Union must consider the impact of wages and Maintenance and Operation costs, particularly with respect to the Work Study program. We also urge the Student Union to create additional revenue streams to offset costs.
- The KPIs shared by the Student Union focus primarily on customer service via surveys. Given their goals for the future, we suggest that they employ additional methods to assess their success and the trendlines. While the data is from 2019, use of facilities (including the food pantry) and program attendance trendlines appear to be going in the right direction. We strongly encourage updated data collection and analysis as soon as possible utilizing data collected from RowdyLink to show possible correlations between participation and engagement in Student Union programs and services and student retention and persistence toward graduation. We also suggest adding focus groups to study the less positive indicators.
- We urge the Student Union to avoid conflating correlation with causation. During the presentation, many statements were made citing a correlation between attendance or involvement with student unions and student success. This implied a causal link without offering any reasonable evidence to support that claim. Such evidence would strengthen the Student Union's assessment of success with their KPIs.



# Student Union

Operational Review Presentation

February 15, 2023



UTSA®

UTSA

University Center North  
UTSA Student Union

UTSA

UTSA

UTSA

# What is a Student Union?

**THE COLLEGE UNION ADVANCES A SENSE OF COMMUNITY, UNIFYING THE INSTITUTION BY EMBRACING THE DIVERSITY OF STUDENTS, FACULTY, STAFF, ALUMNI, AND GUESTS.**

**WE BOLSTER THE EDUCATIONAL MISSION OF THE INSTITUTION AND THE DEVELOPMENT OF STUDENTS AS LIFELONG LEARNERS BY DELIVERING AN ARRAY OF CULTURAL, EDUCATIONAL, SOCIAL, AND RECREATIONAL PROGRAMS, SERVICES, AND FACILITIES.**

*ACUI – The Role of the Student Union, 2018*

# What is a Student Union?

**DEPENDING ON THE CAMPUS, IT MAY ALSO BE KNOWN AS MEMORIAL UNION, UNIVERSITY CENTER, OR COMMONS**

- **Operating as a student-centered organization that engages in shared decision making and holistic development through employment and involvement.**
- **Advocating for inclusivity and equity, fostering respect, and affirming the identities of all individuals.**
- **Educating students in leadership and social responsibility and offering firsthand experiences in global citizenship.**
- **Providing gathering spaces to encourage formal and informal community interactions that build meaningful relationships.**





# Mission and Vision

## OUR MISSION

We are committed to enhancing student life, providing services for the convenience of the campus community, facilitating successful programs and social interaction, and creating opportunities for fostering an engaged community. We contribute directly to the educational mission of the University by encouraging participation in educational, cultural, and recreational activities, and by offering opportunities for personal and professional development.

## OUR VISION

We envision a facility at the heart of student life, where lifelong connections and memories are created one Roadrunner at a time.

**NOW OPEN**

*University Center ~ Come on in y'all!!*



# UTSA Student Union History

- 1969 – TX Legislature create UTSA
- 1979 – Student enrollment tops 9,000
- 1979 – Student referendum establishes University Center
- 1986 – University Center (phase I) opens
- 1993 – Student referendum approves expansion
- 1996 – University Center (phase II) opens
- 2003 – Student referendum approve second expansion
- 2008 – University Center (phase III) opens
- 2013 – Phase III renamed HEB University Center
- 2019 – Students approve renaming to UTSA Student Union



# UTSA Student Union

## OUR CORE VALUES

### INCLUSION

We recognize and celebrate the dignity inherent in each individual regardless of identities, values, cultures, and backgrounds. With openness, we create, foster, and maintain diverse and civil relationships within our university and the global community.

### SYNERGY

Our combined energy promotes a positive environment where trust and respect are embraced. Innovative ideas are nurtured as we strive to flourish and succeed both individually and collectively.

### CUSTOMER SERVICE

Our passion for excellence drives us to deliver superior services through responsible use of resources. We continually exceed the needs of our UTSA community.

# UTSA Student Union

## OUR CORE VALUES

### TEAMWORK

We are committed to working together to build an inclusive community by creating a dynamic environment through communication and high ethical standards.

### LEARNING

We strive for continuous improvement that enhances self-exploration and educational pursuits through discovery & ingenuity.

### HISTORY AND TRADITIONS

We value the role we play in shaping and preserving the heritage and traditions of UTSA.

# Student Union Advisory Council

## PURPOSE / ROLE

- Advise the Director of the Student Union on matters of policies and procedures related to the administration and services of the Student Union;
- Advise the Director of the Student Union on displays, space allocation and usage within the facility;
- Advise the Director of the Student Union on facility remodeling, renovation and expansion projects;
- Annually submit to the President of The University of Texas at San Antonio a complete and itemized budget to be accompanied by a full and complete report of all activities conducted during the past year and all expenditures made incidental to those activities;

# Student Union Advisory Council

## MEMBERSHIP

President of SGA and  
Student Affairs Committee  
Chair

Housing Resident Assistant  
representative

CLV Housing  
Representative

Roadrunner  
Productions representative

VOICES representative

Elected Student Union  
student employee

Graduate student  
representative

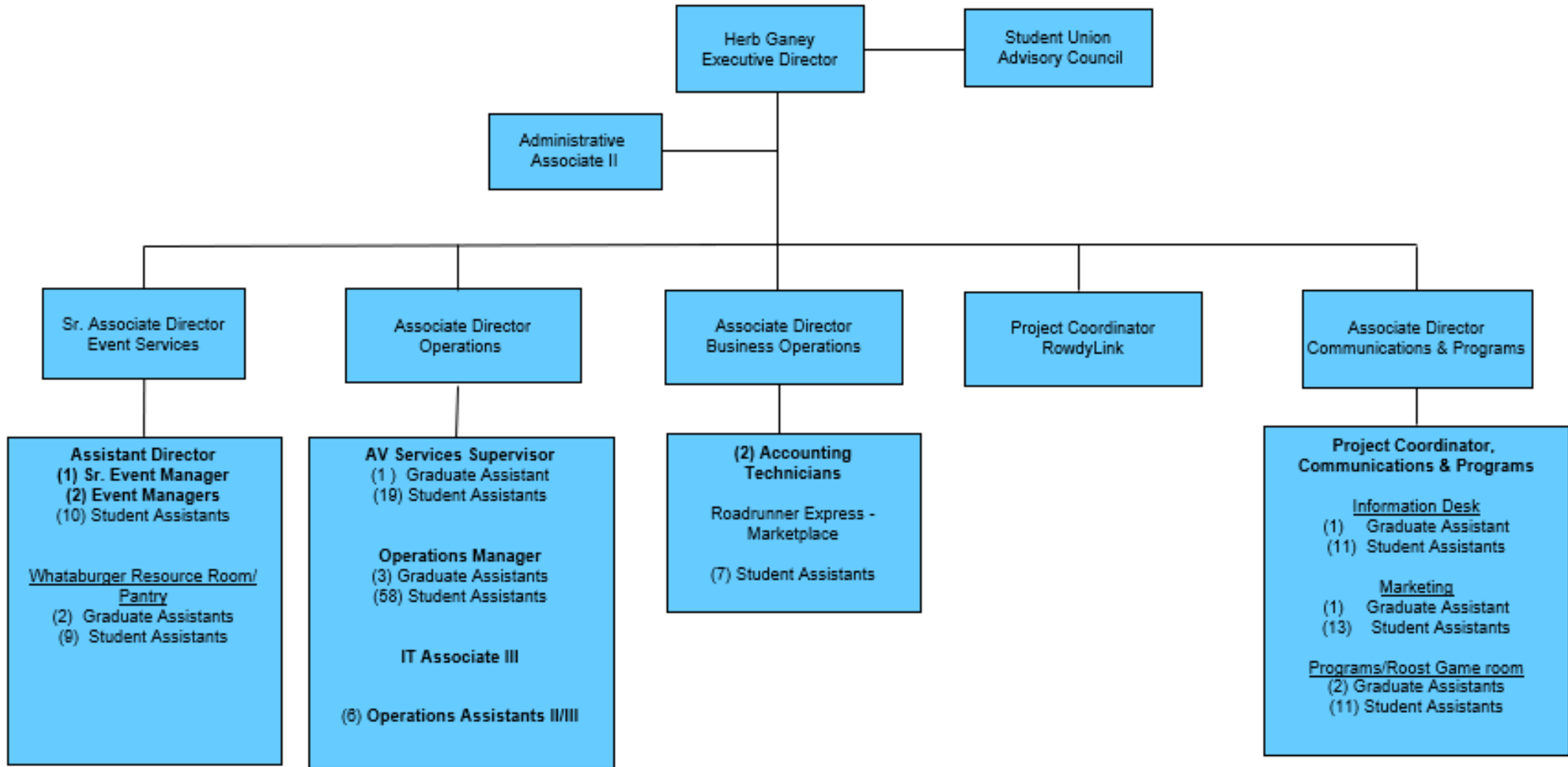
Two faculty members

Ex-officio members (non-  
voting):

- Student Union Executive Director
- Student Union staff member
- Administrative support staff



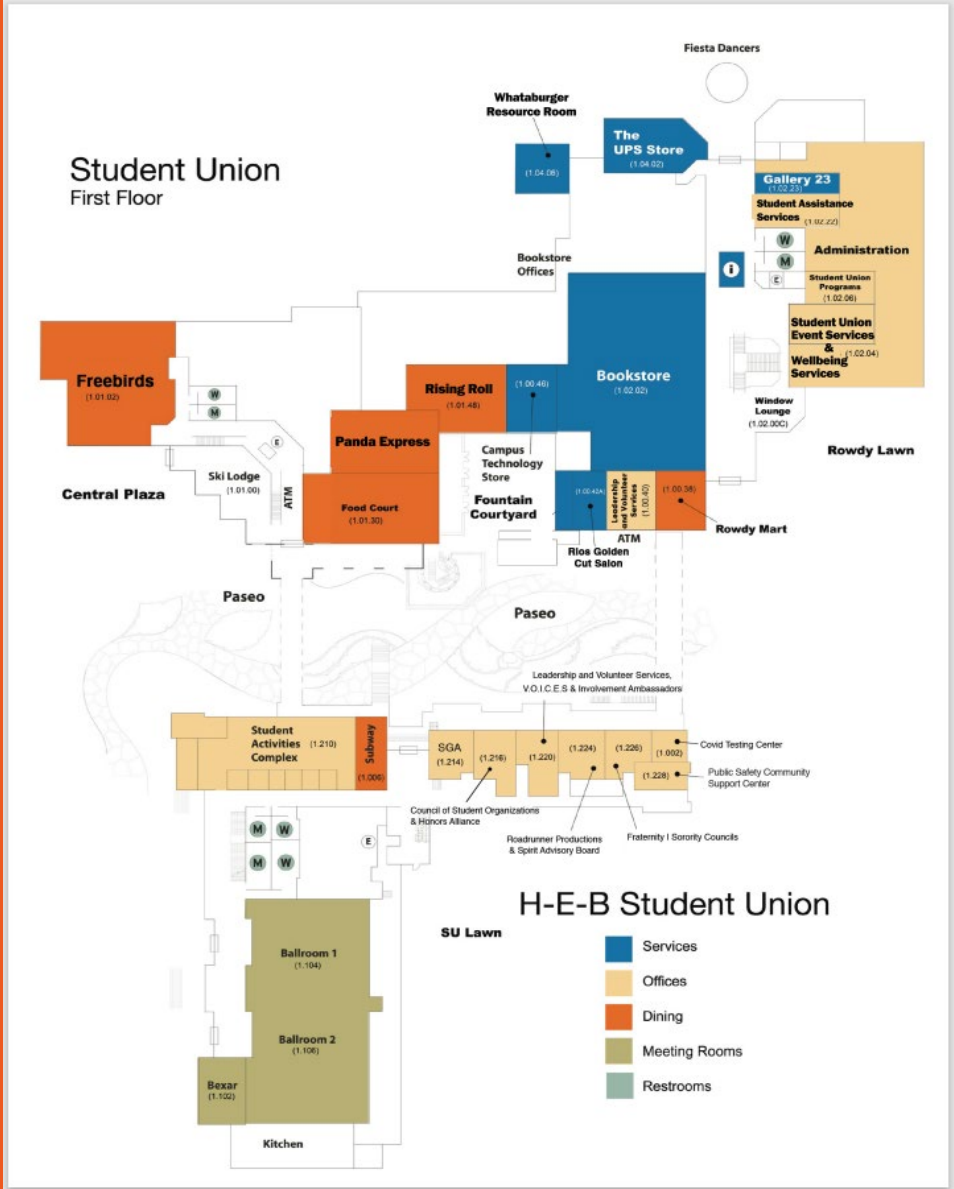
# Student Union Organization



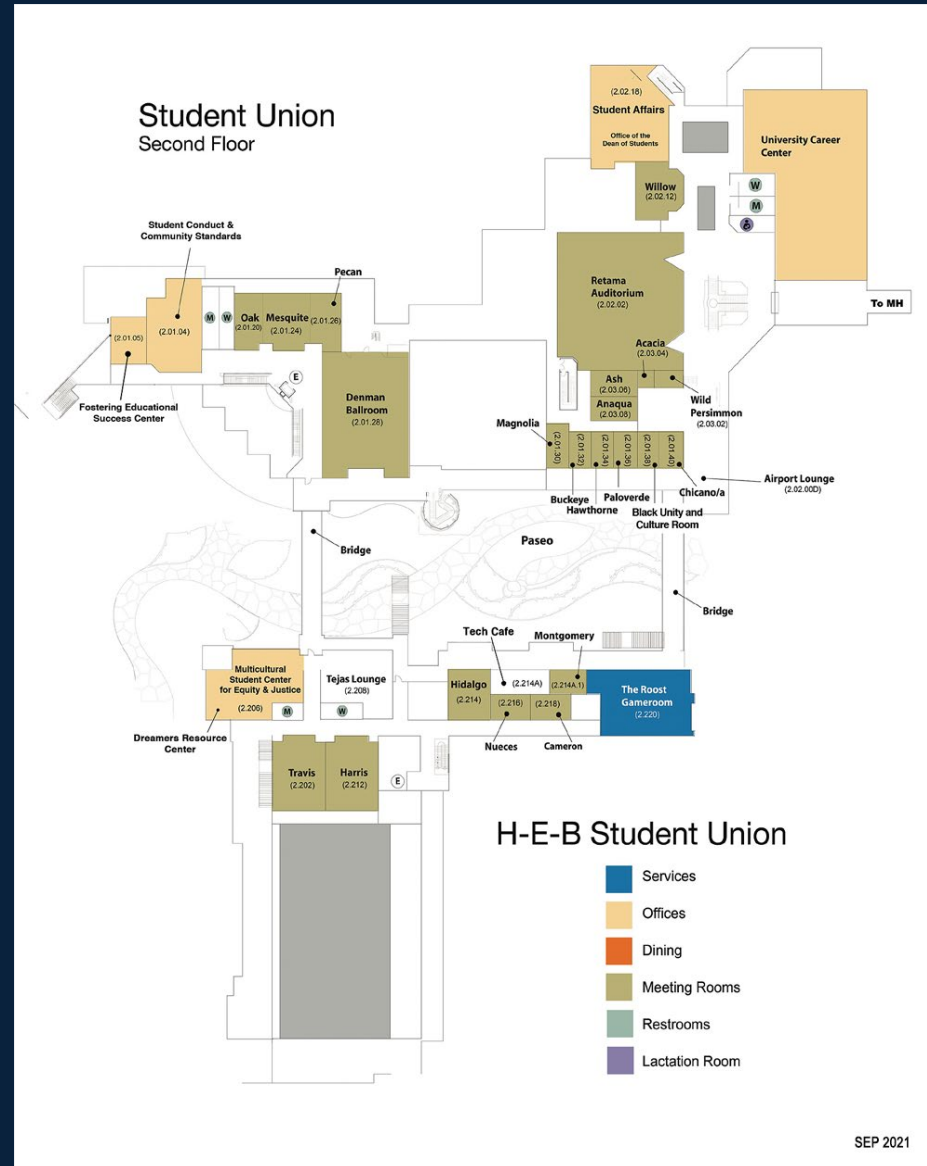
# Student Union Facilities



# Student Union Facilities



# Student Union Facilities



# Student Union Facilities



**200,000**

Total Square Feet (3 buildings)

**25**

Meeting Rooms

**19,000 - 23,000**

Average Daily Visits

**23 FTE**

**150 Student**

Total Staff

# Student Union Programming/Support

## Event Services

- Room Reservations and Event Coordination

## Operations

- Custodial, Facility Maintenance, IT, Room Set-ups and Audio-Visual Services

LAISSEZ LES BONS TEMPS ROULER



# Student Union Programming/Support

## Business Operations

- RR Express/Marketplace, Spirit Items, Graduation T-shirts, Miscellaneous Sales & Services

## Communications & Programs

- Information Desk, Social Media, Assessment
- Live Music, Comedians, Cultural & Social programs, Art Gallery, Roost Game room

## Roadrunner Pantry

- Food distribution, Collection/distribution of non-food items, Outreach efforts



# Student Union Events

## OPEN RESERVATION DATES

### STUDENT ORGS

**April 1  
(Fall)  
&  
October 1  
(Spring)**

### UNIVERSITY DEPTS

**April 8  
(Fall)  
&  
October 8  
(Spring)**

### EXTERNAL GROUPS

**After Open  
Reservation  
Dates**

# Event Centralization -

## 25 Live Reservation System Integration

### What is RowdyLink?

RowdyLink is a web-based program that is specifically designed to help students get connected on campus and provide administrators key data to make informed decisions about UTSA programs.

## Benefits

- Attendance tracking and involvement patterns. Collect data for your division/department, apply it strategically, and access valuable reports that will help you share your story.
- Support students in a one-stop-shop for engagement and support students' personal record of their co-curricular experiences for future professional use.
- Promote the visibility of your department using a public organization page.
- Ensure regularly up-to-date and accurate information (news, forms, photos, staff contact info and more) and content is made available to students and staff.
- Utilize additional features such as service hours tracking, co-curricular paths tool or the Event Check-in mobile application.

# Student Union Events

Student Organizations average 85% of all reservations

YEAR	SU RESERVATIONS	TABLING	EXTERNAL	TOTAL
2018	5103	108	12	5223
2019	8602	536	25	9163
2020	5501	223	4	5728
2021	7994	362	9	8365
2022	10,938	542	24	11,504

# Student Staff Development

## Student Employment Learning Outcomes

- Utilize available resources and take ownership to answer questions related to services offered in the Student Union.
- Effectively communicate through all forms of expression, including written word, verbal, and technology.



# Student Staff Development

## Student Employment Learning Outcomes

- Embrace cultural differences and develop appreciation for diversity.
- Understand relationship between skills gained in Student Union position and future career path.
- Personal growth as an effective team member valuing collaboration.
- Utilize problem-solving skills to effectively analyze information to make rational decisions and promote success.
- Application of effective time management and organizational skills and maintaining student/work balance.



# Student Staff Development Activities

- Fall and Spring Orientations
- Leadership Retreat
- Ongoing Training
- Student Staff Development Committee
- Student Superstars Awards Program
- ACUI I-LEAD



# Student Staff Development Activities

## Manager Program

- Full semester training to qualify for promotion to manager.
- Focused skill-building in
  - Critical Thinking
  - Leadership
  - Diversity Awareness
  - Time Management
  - Teamwork
  - Active Listening
  - Effective Communication



# Student Staff Development

## Alumni Reflections



***Cambren Wheeler, c/o '19***

***B.S. Criminal Justice and Public Administration***

***Student Union Staff (Information Desk, Manager):***

***2015-2019***

I began working at the Student Union my freshman year, up until I graduated in December 2019. While employed, I was able to learn so much about who I am as a person, a worker, and a leader. I was able to advance myself and establish lifelong relationships.

The Student Union is truly a family. Within my years of working at the SU, I had so many trials and tribulations. However, I always had a listening ear, a shoulder to cry on, and words of wisdom. I wouldn't be who I am today without the support of the SU staff (students and full time). Remember to always continue self-growth, build relationships, and always remain positive!



# Student Staff Development

## Alumni Reflections



***Loy Fong, c/o '19***

***B.B.A Cyber Security***

***B.B.A Information Systems***

***Student Union Staff (Audio Visual Technician, Manager): 2015-2019***

I started working for the Student Union in October of 2015 as an AV TECH. It was a large on the job learning curve from knowing nothing about mixers and lighting consoles to providing support for the president's office and major conferences. It is one thing to be a student, but something completely else to see all the work that goes on behind the scenes at the University. I owe a lot of my quick thinking and decision-making skills to the fast-paced environment I was a part of in the Student Union.

When I became a manager all the knowledge and skills, I had gained in the beginning began to piece together with the leadership opportunities provided to me. I was able to grow a lot over the four years I worked in the Student Union. I made leaps and bounds in skills like professional communication, networking, prioritization, and teamwork. The supportive friends and cherished coworkers I met at the Student Union are a main reason why I enjoyed working on campus so much. The staff is encouraging and most importantly understanding that your education comes first, and they will one hundred percent support you no matter your struggles or issues. All you must do is ask.

I really enjoyed my time in the Student Union and will cherish the memories I have working for the University. The four years I spent working here I feel only further put me on a path to success!





# Roadrunner Pantry

YEAR	STUDENTS SERVED	NON-FOOD ITEMS DISTRIBUTED	POUNDS OF FOOD DISTRIBUTED	POUNDS OF FOOD DONATED
2017	1703	2060	8136	7778
2018	3539	5127	15502	18170
2019	3999	4979	16021	15217
2020	3903	2578	81240	10749
2021	7809	16796	96006	11472
2022	16550	21558	101419	15311

# Roadrunner Pantry Partnerships

- Facilities Services – since 2019, Office of Facilities agreed to support pantry with monthly food pickup from the San Antonio Food Bank.
- Campus Services/UTSA Dining - Meal Share Program, since 2018 - provide 1500 meals at the RR Cafe per academic year, including two Swipe Out hunger campaigns.
- Grad Gown Program – Since 2021 - alumni donate their gowns to the lending program. Students can apply to wear gown and return.





# Roadrunner Pantry Sponsorship

- **Whataburger - Began January 2020, 3-year partnership, \$10K per year**
- **Working with Development to renew partnership for new term**
- **Opportunity - As first location, developing model for educating Whataburger installations at other campuses**
- **Challenge - Original agreement did not include branding funding or in-kind language for in-kind donations or logistical terms**

# TX Education Code 54.532

## - UTSA Student Union Fee

- (a) The board of regents of The University of Texas System may levy a student union fee of not less than \$20 or more than \$150 for each semester or summer session, **assessed in proportion to the number of credit hours for which a student registers**, for the sole purpose of financing, operating, maintaining, and improving a student union building for The University of Texas at San Antonio. This fee may be levied in addition to any other use or service fee.
- (b) The fees collected under Subsection (a) of this section shall be deposited to an account known as The University of Texas at San Antonio University Center Fee Account and shall be placed under the control of and subject to the order of the university center advisory committee.



# TX Education Code 54.532

## - UTSA Student Union Fee

- (b) The committee shall annually submit to the president of The University of Texas at San Antonio a complete and itemized budget to be accompanied by a full and complete report of all activities conducted during the past year and all expenditures made incident to those activities.
- (c) The board may not increase the amount of the student union fee in any academic year unless the amount of the increase is approved by a majority of the students voting in an election held for that purpose and by a majority of the student government of the institution.

# Challenges

- **Managing aging facilities with a focus on converting elements with sustainability in mind**
- **Ability to support more students through employment with competitive wages**
- **Updating common spaces that focus on current student needs**

# Opportunities

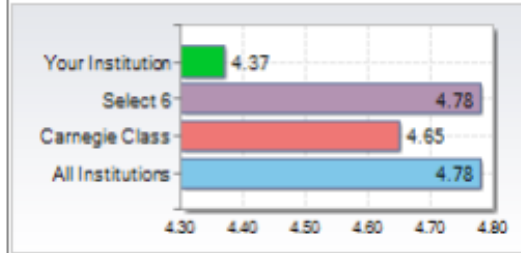
- Increased engagement with commuter students
- Adjust Student Union fee to flat structure
- Develop greater faculty collaborations for programs/events
- Expand retail locations to increase available services to students
- Increase data collection for assessment using RowdyLink

# Benchmarking

## Major Indicator of Performance

Overall performance compared to other institutions

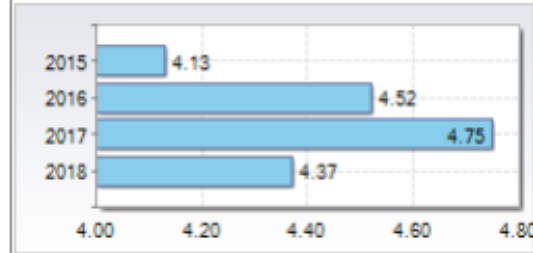
### Factor 12. Overall Program Effectiveness



## Longitudinal Trends of Major Indicator

Trends in overall performance over time

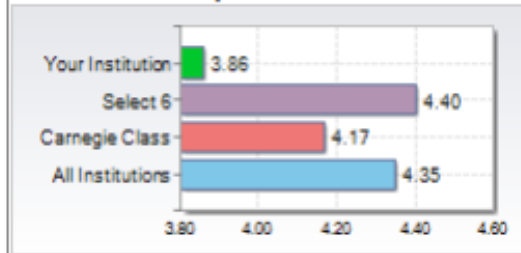
### Factor 12. Overall Program Effectiveness



## Top Predictor of Performance

Performance of your top predictor compared to other institutions

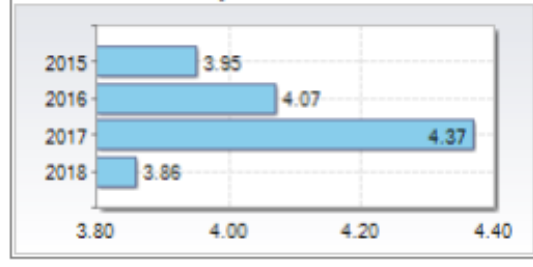
### Factor 5. College Union Enhances Life and Leadership



## Longitudinal Trends of Top Predictor

Trends in top predictor performance over time

### Factor 5. College Union Enhances Life and Leadership

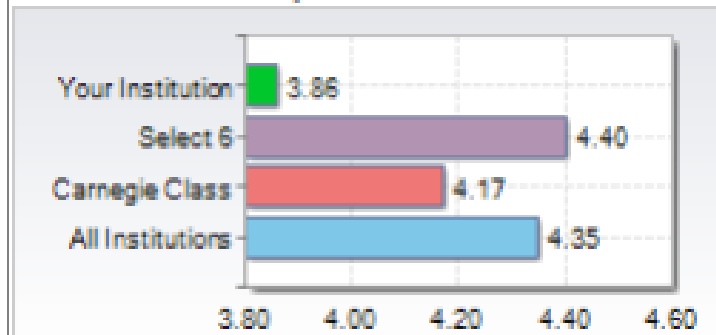


# Benchmarking

## Greatest Comparative Weakness

Lowest performing factor compared to other institutions

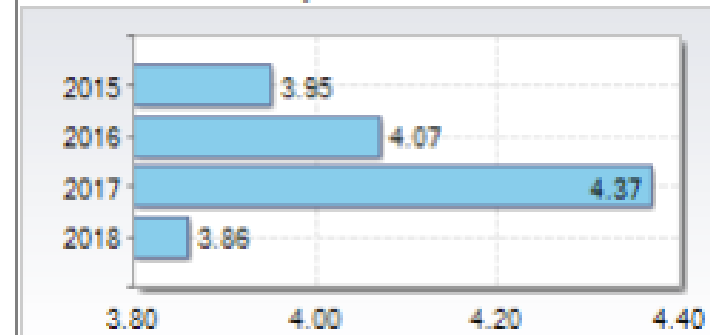
### Factor 5. College Union Enhances Life and Leadership



## Least Improved Factor

Lowest performing factor compared to the previous survey administration

### Factor 5. College Union Enhances Life and Leadership



# Strategic Goals

## STUDENT UNION ANNUAL REPORT



### **Enrich Learning and Involvement**

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Student employment within the Student Union will be an empowering experience focused on leadership development and career preparation.



### **Enhance Quality of Student Experience**

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The Student Union will provide consistent and excellent service to all clients and users.



### **Encourage Gathering and Facilitate Collaboration**

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Intentional efforts to increase the number of students utilizing Student Union event services and support of cross-divisional initiatives and programs.



### **Expand UTSA's Presence**

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Increase facilitation of events that connect the surrounding community to the institution, such as serving as a polling location for all elections.

# Key Performance Indicators

## Student Engagement and Retention

- Provide consistent and excellent service to students.
- Increase positive event survey results.
- Increase student satisfaction.

# Key Performance Indicators

<p>Annual EBI Survey (Q 067,068,069):</p> <p>067: To what extent is the college union staff available</p> <p>068: To what extent is the college union staff knowledgeable</p> <p>069: To what extent is the college union staff courteous</p>	<p>EBI Target: Meet or exceed 2018 scores:</p> <p>067 2018: 5.31</p> <p>068 2018: 5.40</p> <p>069 2018: 5.68</p> <p>SU Survey Target: At least 80% of respondents will rate the Information Desk as either Extremely Professional or Somewhat Professional.</p>	<p>EBI:</p> <p>067 2019: 5.59</p> <p>068 2019: 5.66</p> <p>069 2019: 5.79</p> <p>Student Union Survey:</p> <p>87.14% of respondents rated the service at the Information Desk as Extremely Professional.</p>	<p>EBI:</p> <p>Scores increased for all three questions from 2018-2019. These questions are part of “Factor 11: Union Staff.” Overall, this factor increased from 5.46 in 2018 to 5.64 in 2019. Efforts should be made to meet or exceed 2019 rankings going forward.</p>
<p>Annual Student Union Survey:</p> <p>Q10: Please rate the service you experienced at the Information Desk.</p>		<p>12.82% rated the service as Somewhat Professional.</p>	<p>Student Union Survey:</p> <p>Results from December 2018 show an increase in satisfaction with service from December 2017.</p> <p>December 2017: 81.82% Extremely Satisfied December 2018: 87.14% Extremely Satisfied.</p>
			<p>In December 2018, no respondents provided a rating of Neither Professional nor Unprofessional, Somewhat Unprofessional, or Extremely Unprofessional. The Student Union should continue to strive for excellence in service at the Information Desk.</p>

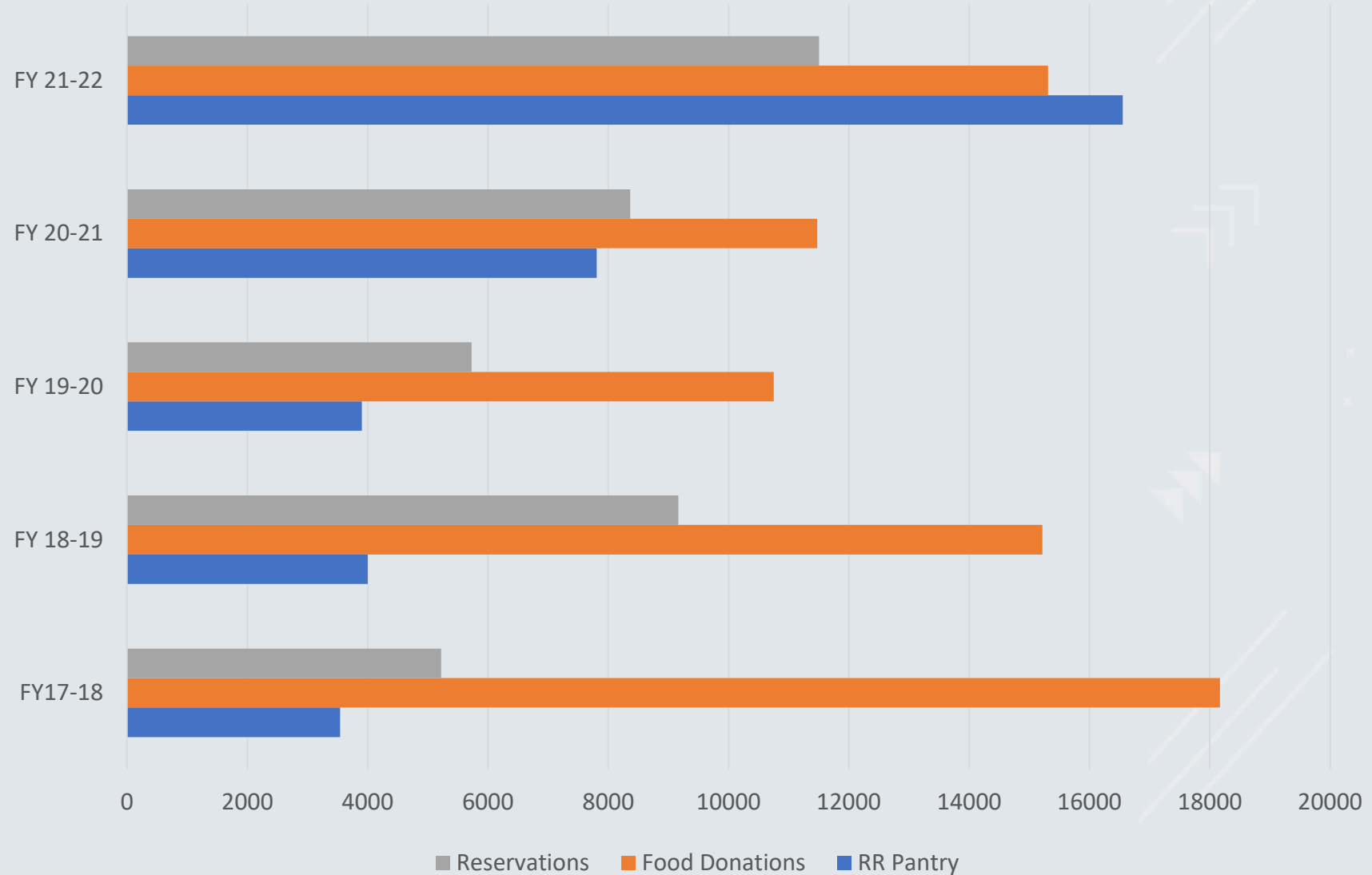


# Key Performance Indicators

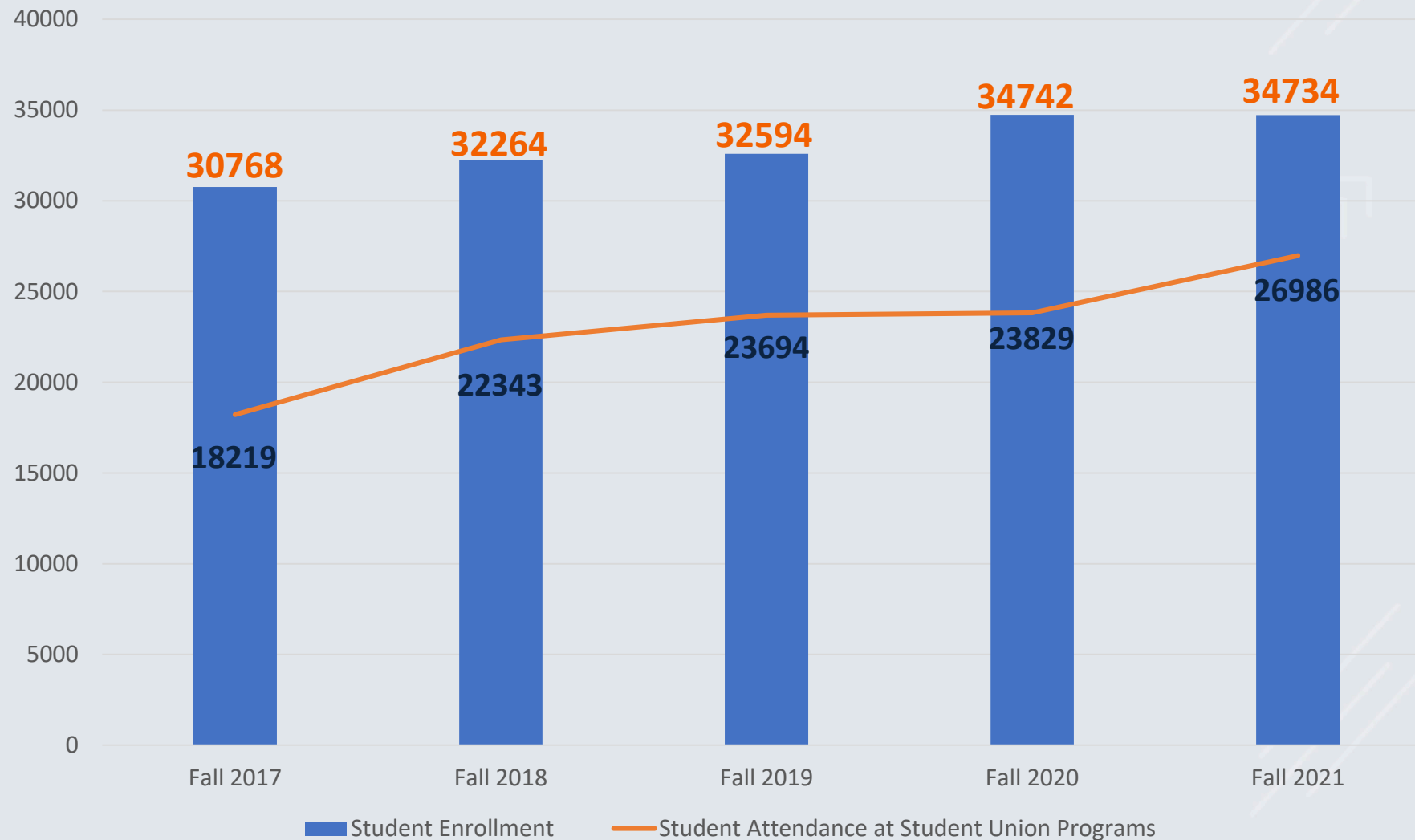
## Student Support - Graduation

- Increase students served at Roadrunner Pantry each year.
- Increase amount of donated food at Roadrunner Pantry through food drives.
- Increase the number of students served through Student Union. (Event reservations, program attendance)

# Key Performance Indicators

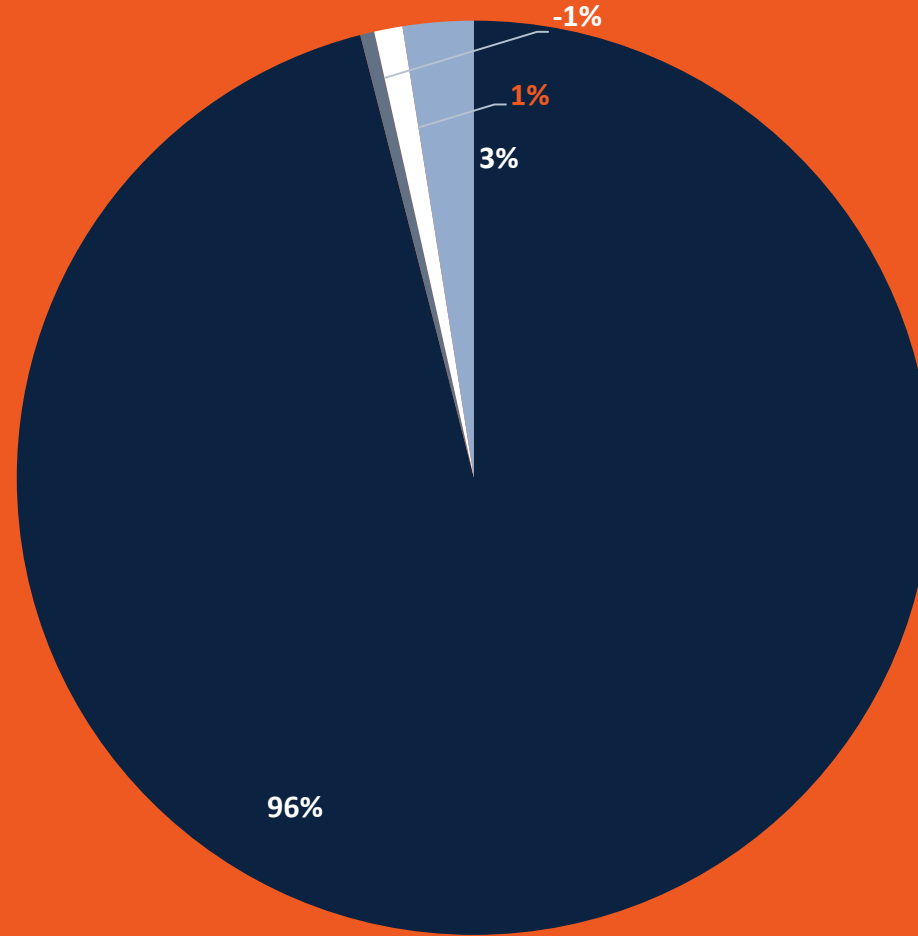


# Key Performance Indicators



# Budget Allocation

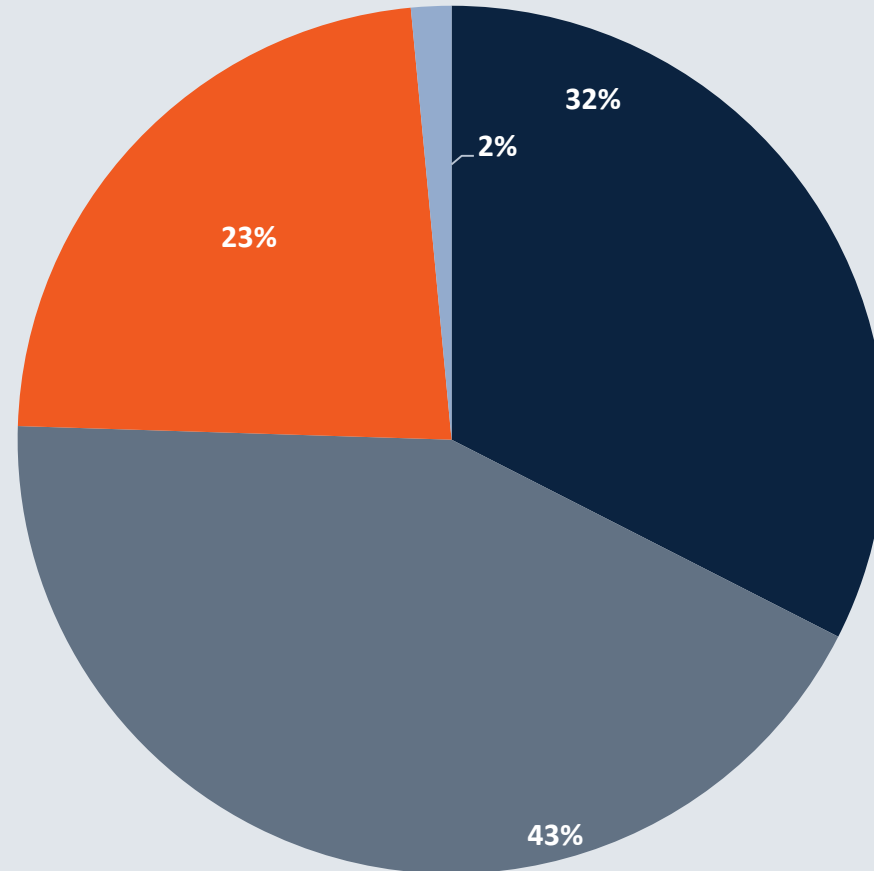
## REVENUE BREAKDOWN



■ Student Union Fee ■ Other ■ Facility Lease/Royalty ■ Sales & Events

# Budget Allocation

## EXPENSE BREAKDOWN



■ Wages & Benefits

■ Debt Service

■ Operations & Maintenance

■ Capital Projects

# Deferred Maintenance

COMPILED BY OFFICE OF FACILITIES

Sightlines Category	Campus	Building or Site	Subsystem Type	Description / Rationale	Total Cost Estimate
Fire Detection Systems	1604	SU	Panel	Upgrade Main Fire Alarm Panel and devices to addressable type.	\$150,000.00
Fire Protection Systems	1604	SU	Assessment	Perform engineering study of Fire Sprinkler System for hydraulic requirements.	\$25,000.00
Life Safety	1604	SU	Assessment	Perform code compliance inspection on multi-level building stair & egress system	\$10,000.00
Life Safety	1604	HSU	Assessment	Perform code compliance inspection on multi-level building stair & egress system	\$10,000.00
HVAC Equipment & Controls	1604	SU	AHU	Replace obsolete CRU and associated piping	\$75,000.00
Plumbing Rough-In	1604	SU	Sump Pump	Replace Food Service area Sump Pumps.	\$50,000.00
Roofing - Mmbrn, Built-up, Shingle, Bitumin, Foam	1604	SU	Roofing	Student Union 1: Type - Modified Bitumen	\$1,548,745.00
HVAC Equipment & Controls	1604	SU	AHU	Refurbish AHU 53 (coils, piping, valves, insulation, controls, fans)	\$750,000.00
HVAC Equipment & Controls	1604	SU	AHU	Refurbish AHU 51 (coils, piping, valves, insulation, controls, fans)	\$750,000.00
Roofing - Mmbrn, Built-up, Shingle, Bitumin, Foam	1604	SU	Roofing	Student Union 2: Type - Modified Bitumen	\$2,323,090.00
Elevators and Conveying Systems	1604	SU	Elevator	Unit 1: Type - Hydraulic (SU-2)	\$150,000.00
Electrical Equipment	1604	SU	Transformer	Replace 13.8 KV Transformer #14 and associated equipment.	\$400,000.00
Elevators and Conveying Systems	1604	SU	Elevator	Unit 2: Type - Hydraulic (SU-2)	\$150,000.00
Elevators and Conveying Systems	1604	HSU	Elevator	Unit 1: Type - Hydraulic.	\$150,000.00
HVAC Equipment & Controls	1604	SU	AHU	Refurbish AHU 52 (coils, piping, valves, insulation, controls, fans)	\$600,000.00
Elevators and Conveying Systems	1604	SU	Elevator	Unit 1: Type - Hydraulic (SU-1)	\$150,000.00
Elevators and Conveying Systems	1604	SU	Elevator	Unit 2: Type - Hydraulic (SU-1)	\$150,000.00
Roofing - Mmbrn, Built-up, Shingle, Bitumin, Foam	1604	HSU	MOD	H-E-B Student Union (2008): Type - Modified Bitumen	\$1,624,645.00
					<b>\$9,066,480.00</b>

# Future Renovation/Construction Plans

## MAJOR HIGHLIGHTS

- **Denman Ballroom –**
  - Original flooring, outdated lighting and technology
  - Average 200 reservations per semester
  - Estimated cost - \$2.2 million
- **First floor Restrooms – Entry across from Rowdy Campus Store (Bookstore)**
  - Plumbing upgrades necessary due to heavy use
  - 6000 average visits per day
  - Estimated cost - \$1.1 million
- **Student Activities office complex -**
  - Original carpet, inefficient halogen lighting
  - Central hub for 300+ student organizations
  - Estimated cost - \$100k

# Reserve Funding

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Student Union Reserve Balance	\$ 7,522,878	\$ 7,832,613	\$ 5,523,859	\$ 1,111,124	\$ (3,828,486)
Renovation/Capital Projects*	\$ (1,689,280)	\$ (2,662,827)	\$ (4,105,093)	\$ (3,258,050)	\$ (3,931,400)
Operating Margin	\$ 1,996,994	\$ 352,051	\$ (309,665)	\$ (570,436)	\$ (672,804)
Total Reserve Roll Forward	\$ 7,832,613	\$ 5,523,859	\$ 1,111,124	\$ (3,828,486)	\$ (8,432,690)

\*Renovation schedule adjusted by priority/student needs, numbers based on scenario of completing all planned renovations.



QUESTIONS?

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



Unit Name

**5-Year Proforma with Projected Revenues and Expenses**

<b>Revenues</b>																	
<b>Fees</b>																	
	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
Student Fees - Mandatory	6,094,612	1,137,609	19%	7,232,221	(180,476)	-2%	7,051,745	11,155	0%	7,062,900	-	0%	7,062,900	-	0%	7,062,900	
<b>(A) Total Fees</b>	<b>\$ 6,094,612</b>	<b>\$ 1,137,609</b>	<b>19%</b>	<b>\$ 7,232,221</b>	<b>\$ (180,476)</b>	<b>-2%</b>	<b>\$ 7,051,745</b>	<b>\$ 11,155</b>	<b>0%</b>	<b>\$ 7,062,900</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 7,062,900</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 7,062,900</b>	

<b>Gifts, Endowment &amp; Other Income</b>																	
	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
Gift Contributions for Operations (Whataburger Resource Room)	59,493	(17,606)	-30%	41,886	6,777	16%	48,663	(18,663)	-38%	30,000	-	0%	30,000	-	0%	30,000	Whataburger donation \$10,000 annually only for FY20-22
Designated Tuition	172,194		0%														No longer receive as of FY21
Student Service Fee	52,668	(4,503)	-9%	48,165	(48,165)	-100%											No longer receive as of FY22
Facilities SLA Subsidy	71,136	-	0%	71,136	(71,136)	-100%											No longer receive as of FY22
<b>(B) Total Gifts, Endowment, &amp; Other Income</b>	<b>\$ 355,491</b>	<b>\$ (22,109)</b>	<b>-6%</b>	<b>\$ 161,187</b>	<b>\$ (112,524)</b>	<b>-70%</b>	<b>\$ 48,663</b>	<b>\$ (18,663)</b>	<b>-38%</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 30,000</b>	

<b>Other Revenue</b>																	
Explain Other Revenue Sources (Insert Additional Lines as needed)	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
Sales & Services (Roadrunner Express Marketplace)	53,535	(27,683)	-52%	25,852	37,178	144%	63,031	(13,031)	-21%	50,000	10,000	20%	60,000	1,200	2%	61,200	
Sales & Services (Special Events)	169,267	(147,384)	-87%	21,883	109,753	502%	131,636	(71,636)	-54%	60,000	70,000	117%	130,000	2,600	2%	132,600	No longer charging depts room fee in FY20
Sales & Services (Rental Income)	60,500	(4,218)	-7%	56,283	27,589	49%	83,872	(13,872)	-17%	70,000	-	0%	70,000	1,400	2%	71,400	
Sales & Services (Poster Sales)	5,015	(4,996)	-100%	19	5,887	30709%	5,906	(906)	-15%	5,000	1,500	30%	6,500	130	2%	6,630	
<b>(C) Total Other Revenue</b>	<b>\$ 288,317</b>	<b>\$ (184,280)</b>	<b>-64%</b>	<b>\$ 104,037</b>	<b>\$ 180,407</b>	<b>173%</b>	<b>\$ 284,444</b>	<b>\$ (99,444)</b>	<b>-35%</b>	<b>\$ 185,000</b>	<b>\$ 81,500</b>	<b>44%</b>	<b>\$ 266,500</b>	<b>\$ 5,330</b>	<b>2%</b>	<b>\$ 271,830</b>	

<b>Total Unit Revenue before Strategic Investment Outflow</b>																	
	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
<b>(D) Total Unit Revenue before Strategic Investment Outflow (A+B+C)</b>	<b>\$ 6,738,420</b>	<b>\$ 931,219</b>	<b>14%</b>	<b>\$ 7,497,445</b>	<b>\$ (112,593)</b>	<b>-2%</b>	<b>\$ 7,384,853</b>	<b>\$ (106,953)</b>	<b>-1%</b>	<b>\$ 7,277,900</b>	<b>\$ 81,500</b>	<b>1%</b>	<b>\$ 7,359,400</b>	<b>\$ 5,330</b>	<b>0%</b>	<b>\$ 7,384,730</b>	

<b>Strategic Investment Fund (SIF) Participation</b>																	
Amount transferred out for Strategic Investment Fund Participation	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
Strategic Investment Participation (14%)	40,441	(30,622)	-76%	9,819	19,541	199%	29,360	(3,460)	-12%	25,900	11,410	44%	37,310	746	2%	38,056	
Strategic Investment Participation - Mandatory Fees (5%, 8%, 11%)	304,371	57,259	19%	361,630	(361,630)	-100%		565,032	-	565,032	211,887	38%	776,919	-	0%	776,919	increased to 8% FY22, 11% in FY24
<b>(E) Total Strategic Investment Fund Participation</b>	<b>\$ 344,812</b>	<b>\$ 26,637</b>	<b>8%</b>	<b>\$ 371,449</b>	<b>\$ (342,089)</b>	<b>-92%</b>	<b>\$ 29,360</b>	<b>\$ 561,572</b>	<b>1913%</b>	<b>\$ 590,932</b>	<b>\$ 223,297</b>	<b>38%</b>	<b>\$ 814,229</b>	<b>\$ 746</b>	<b>0%</b>	<b>\$ 814,975</b>	

<b>Total Unit Revenue</b>																	
	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
<b>(F) Total Unit Revenue (D-E)</b>	<b>\$ 6,393,608</b>	<b>\$ 904,582</b>	<b>14%</b>	<b>\$ 7,125,996</b>	<b>\$ 229,496</b>	<b>3%</b>	<b>\$ 7,355,493</b>	<b>\$ (668,525)</b>	<b>-9%</b>	<b>\$ 6,686,968</b>	<b>\$ (141,797)</b>	<b>-2%</b>	<b>\$ 6,545,171</b>	<b>\$ 4,584</b>	<b>0%</b>	<b>\$ 6,549,755</b>	

**Expenses**

<b>Support Unit Expense Allocation</b>																	
Amount transferred out for Support Unit Expense Allocations	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
Academic Support Unit	780,361	(169,056)	-22%	611,305	999,953	164%	1,611,258	119,153	7%	1,730,411	-	0%	1,730,411	-	0%	1,730,411	Increased in FY22 164%
Administrative Support Unit		-	-		-	-		45,325	-	45,325	19,968	44%	65,293	1,306	2%	66,598	Added in FY22, will begin FY23
<b>(G) Total Support Unit Expense Allocation</b>	<b>\$ 780,361</b>	<b>\$ (169,056)</b>	<b>-22%</b>	<b>\$ 611,305</b>	<b>\$ 999,953</b>	<b>164%</b>	<b>\$ 1,611,258</b>	<b>\$ 164,478</b>	<b>10%</b>	<b>\$ 1,775,736</b>	<b>\$ 19,968</b>	<b>1%</b>	<b>\$ 1,795,703</b>	<b>\$ 1,306</b>	<b>0%</b>	<b>\$ 1,797,009</b>	

<b>Direct Personnel Expenses</b>																	
Personnel Expenses	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
A&P and Classified Salary	1,140,673	148,037	13%	1,288,710	(94,588)	-7%	1,194,122	168,248	14%	1,362,370	40,871	3%	1,403,241	42,097	3%	1,445,338	providing funding of 25% for 6 positions within Student Affairs
Wages or Hourly Salary	760,723	(481,817)	-63%	278,906	116,082	42%	394,988	(44,988)	-11%	350,000	10,500	3%	360,500	10,815	3%	371,315	
Benefits	401,092	42,099	10%	443,191	(38,992)	-9%	404,199	107,603	27%	511,802	15,354	3%	527,156	15,815	3%	542,971	
<b>(H) Total Direct Personnel Expenses</b>	<b>\$ 2,302,488</b>	<b>\$ (291,681)</b>	<b>-13%</b>	<b>\$ 2,010,807</b>	<b>\$ (17,498)</b>	<b>-1%</b>	<b>\$ 1,993,309</b>	<b>\$ 230,863</b>	<b>12%</b>	<b>\$ 2,224,172</b>	<b>\$ 66,725</b>	<b>3%</b>	<b>\$ 2,290,897</b>	<b>\$ 68,727</b>	<b>3%</b>	<b>\$ 2,359,624</b>	

**Direct Non-Personnel Expenses**

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

<i>Non-Personnel Expenses (Insert Additional Lines as needed)</i>	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Projection	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	Assumptions
M&O Budget	948,513	(546,848)	-58%	401,665	773,086	192%	1,174,751	(407,741)	-35%	767,010	22,530	3%	789,540	23,197	3%	812,737	
Utilities	261,121	19,704	8%	280,825	118,899	42%	399,724	11,992	3%	411,716	12,351	3%	424,067	12,722	3%	436,789	
Mandatory Transfers Out (Debt Service)	1,828,200	(3,800)	0%	1,824,400	-	0%	1,824,400	(6,400)	0%	1,818,000	(2,600)	0%	1,815,400	1,000	0%	1,816,400	
<b>(I) Total Direct Non-Personnel Expenses</b>	<b>\$ 3,037,834</b>	<b>\$ (530,944)</b>	<b>-17%</b>	<b>\$ 2,506,890</b>	<b>\$ 891,985</b>	<b>36%</b>	<b>\$ 3,398,875</b>	<b>\$ (402,149)</b>	<b>-12%</b>	<b>\$ 2,996,726</b>	<b>\$ 32,281</b>	<b>1%</b>	<b>\$ 3,029,007</b>	<b>\$ 36,919</b>	<b>1%</b>	<b>\$ 3,065,926</b>	
<b>Total Unit Expenses (Including Support Unit Expense Allocation)</b>																	
	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	
<b>Total Unit Expenses and Support</b>																	
<b>(J) Unit Expense Allocation (G+H)</b>	<b>\$ 6,120,683</b>	<b>\$ (991,681)</b>	<b>-16%</b>	<b>\$ 5,129,002</b>	<b>\$ 1,874,440</b>	<b>37%</b>	<b>\$ 7,003,442</b>	<b>\$ (6,808)</b>	<b>0%</b>	<b>\$ 6,996,633</b>	<b>\$ 118,974</b>	<b>2%</b>	<b>\$ 7,115,607</b>	<b>\$ 106,952</b>	<b>2%</b>	<b>\$ 7,222,559</b>	
<b>Operating Margin</b>																	
	FY 2020 Actuals	\$ Change	% Change	FY 2021 Actuals	\$ Change	% Change	FY 2022 Actuals	\$ Change	% Change	FY 2023 Projection	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	
<b>(K) Total Operating Margin (F-J)</b>	<b>\$ 272,925</b>	<b>\$ 1,896,263</b>	<b>695%</b>	<b>\$ 1,996,994</b>	<b>\$ (1,644,943)</b>	<b>-82%</b>	<b>\$ 352,051</b>	<b>\$ (681,716)</b>	<b>-188%</b>	<b>\$ (309,665)</b>	<b>\$ (260,771)</b>	<b>84%</b>	<b>\$ (570,436)</b>	<b>\$ (102,368)</b>	<b>18%</b>	<b>\$ (672,804)</b>	operating with a negative margin



The University of Texas at San Antonio™

TRACKING # (Assigned by the Budget & Fin Planning Office)	
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## Operational Review Packet

Name of Unit: Student UnionCollege / Division: Student AffairsContact Name: Herb Ganey

Phone/Email: \_\_\_\_\_

**Type of Unit:**Academic Support Unit Auxiliary Unit Administrative Support Unit **REQUIRED DOCUMENTS:****FIRST SUBMITTAL -**General Information to "Tell Your Story" 

Explain "who you are", "what you do", "how you do it", and "how it aligns to the destination &amp; strategic initiatives."

Organizational Chart and Position Data 

Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes

**SECOND SUBMITTAL -**Challenges / Opportunities 

Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus

Key Performance Indicators / Benchmarks / Comparisons 

Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations

Budget / Actual Financial Data 

5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections [Note: Template will be provided]

Explanation of Reserves 

Provide details of current balances and practice of adding to reserves each year; Provide 3 years of prior growth and current projection.

**Supplemental Information (Optional) :**

Customer Surveys	<input type="checkbox"/>	Summary of current year results, along with changes over time
External Review Data	<input type="checkbox"/>	Summary of results from an external source, such as related to accreditation/assessment
Trending Data	<input type="checkbox"/>	Trend data showing how an operation has changed over time, explaining conclusions

**Describe Any Additional Information Provided (Optional) :****Routing and Approvals:**Unit Director / AVP Signature: Herbert GaneyDate: 2/8/2023Printed Name: Herbert Ganey

DocuSigned by:

Dean / VP Approval Signature: LT RobinsonDate: 2/8/2023Printed Name: LI ROBINSON

\* Include this cover sheet with the packet submitted to Operational Review Governance Committee