

FY2023 Operational Review Committee Final Report

Unit Reviewed: Advancement and Alumni Engagement
Date: March 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

At the core of the University of Texas at San Antonio (UTSA), the Advancement and Alumni Engagement (A&AE) team plays a pivotal role in forging strong partnerships with various university divisions. Their mission is centered on fundraising, nurturing positive relationships, and sharing the inspiring story of UTSA, all while fostering opportunities for donor, alumni, and stakeholder engagement.

A&AE brings immense value to the university. The key goals and initiatives are aligned with the university's mission and strategic destinations, as demonstrated in their ongoing Be Bold Campaign. The campaign focuses on three core areas: Student Success, which aims to create scholarship, experiential, and life-changing education opportunities; Research Excellence, which aspires to attract and retain world-class faculty, endow fellowship opportunities, and maintain UTSA's status as a Tier One research university; and Strategic Growth, which seeks to enhance instruction and cultivate a thriving community environment.

The unit's recent milestones include surges in endowments, constituent records, and total gifts. Their well-articulated goals and initiatives are backed by a well-organized, metrics-driven operation. Utilizing a case load model, they maintain a standard staff-to-donor ratio, ensuring personalized engagement while reducing burnout among team members.

Thanks to their diligent long-term planning, the AAE unit is well-prepared to navigate current and future campaigns, staffing needs, and projected expenses, ultimately contributing to UTSA's continued success.

Organization

In his presentation, Mr. Miller-Lugo provided a comprehensive overview of the A&AE unit, highlighting its organization and the various roles within it. He emphasized the importance of the chief of staff position, who acts as a liaison with executive offices, as well as the data analytics staff members. Additionally, he pointed out that the unit has a small development and advancement communications staff, distinct from the university's marketing and communications staff. Mr. Miller-Lugo also mentioned that all unit-based advancement staff report back to central university advancement to ensure a coordinated effort in gift solicitation.

The organization chart showcased the different groups that make up the unit, including the number of positions and any vacancies within the sub-units. While the roles of each unit were not explicitly discussed, one can infer their functions from the detailed descriptions. The unit is almost fully staffed, but there is a need to examine the structure of the alumni association to provide more personalized services for the alumni base.

The financial information presented offered valuable insights into benchmarking against peer institutions, historical data, and future projections of gift solicitation and endowment growth. It revealed that one full-time employee (FTE) raises \$500K on average, while the cost is \$0.25 per dollar raised. This information is useful for understanding staffing levels and resource allocation. Reserves are employed for various operational needs, such as staff retention, consulting, or budget shortfalls. However, more financial resources are required to cultivate long-term donor relations across the state, enabling staff to travel outside San Antonio more frequently to engage with donors who possess higher giving capacities.

Operations

A&AE plays a crucial role in supporting the university's strategic plan by aligning their divisional and campaign goals with every strategic destination. Leadership within the office demonstrates a strong commitment to utilizing the strategic plan when formulating fundraising strategies. By working closely with academics and auxiliaries, they successfully determine campaign destinations that align with the university's broader vision.

A clear strategy is in place to ensure efficiency in cultivating and retaining relationships with alumni and donors. This is further emphasized by the inclusive approach to alumni engagement communication, which encompasses all alumni regardless of their membership status in the Alumni Association.

A&AE presented a well-structured organizational chart that highlights the need for expansion positions and the urgency to fill several open positions. Despite facing staffing and funding shortages, the office has managed to excel in their endeavors, showcasing their resilience and adaptability.

In summary, A&AE is deeply committed to supporting the university's strategic plan by fostering strong relationships with alumni and donors and aligning their goals with the institution's strategic destinations. Through collaborative efforts with various academic and auxiliary departments, they craft effective fundraising strategies that resonate with the university's overarching vision. Their dedication to maintaining robust connections with alumni, coupled

with their ability to thrive amid staffing and funding challenges, makes this unit an indispensable part of the university's ongoing success.

Finance

The A&AE presenters deserve commendation for their exceptional, informative, and efficient presentation. Their approach should be shared with other unit leads as an exemplary model. The financial sub-committee found the report transparent and easy to understand, reflecting the presenters' ability to communicate complex information effectively.

The team's well-articulated and reasonable request for additional investiture to hire more staff garnered the support of the sub-committee, which believes that the unit should receive the requested funding. Although there was a minor concern regarding the diminishing reserves for the unit, the team provided a rationale for additional support. Consequently, the sub-committee recommends addressing this request as well.

While not specifically directed at the presenting body, the group suggested that university leadership consider reinvesting a small percentage of the gifts received back into the unit organizing the fundraising (A&AE). This would ensure the sustainability and growth of the unit, allowing it to further contribute to the university's success.

Lastly, the comparative assessment of Key Performance Indicators (KPIs) against peer-universities at different levels was outstanding. This analysis demonstrates the A&AE unit's commitment to benchmarking their progress and striving for continuous improvement.

Assessment

AAE delivered a clearly articulated, metric-focused presentation that provided the committee with a comprehensive understanding of the A&AE division's complexity and breadth without overwhelming them with excessive detail. The committee commends A&AE for their efficient yet thorough presentation.

Further, the committee applauds A&AE for their effective use of data informatics to analyze fundraising efforts and the average development officer's portfolio and activities, both of which have seen exponential growth since the current campaign's launch.

The KPIs shared by A&AE offered insightful comparisons to peer institutions in Texas, among Hispanic Serving Universities, and nationally. A&AE regularly benchmarks their fundraising performance against peer/aspirant institutions, and their resource planning aligns well with their mission and goals. The amount they aim to raise for additional personnel demonstrates their deep insight and connection to their objectives.

It was noted in A&AE's presentation that they are understaffed based on national data. With 89 full-time employees (FTE), they should ideally have 100 FTE. The standard is \$0.25 per dollar raised, while UTSA currently stands at \$0.14. The data provided reveals that A&AE is significantly underfunded compared to their peer and aspirant institutions and struggling due to UTSA's rapid growth. The committee firmly believes that A&AE requires additional personnel and financial resources to maximize their fundraising and outreach efforts.

There were very few weaknesses in A&AE's presentation. It was noted that the University's strategies to align with the Alumni Association or gather direct feedback from alumni on their perceptions and experiences with the University could be improved.

The committee was presented with compelling evidence that A&AE's core values are clearly stated and that their mission aligns with the University's objectives for student success, strategic growth, and innovative excellence. A&AE demonstrated their commitment to building and enhancing relationships with alumni and potential donors, as well as managing large campaigns to generate funding for the university.

UTSA[®]

BE BOLD
A CAMPAIGN FOR OUR FUTURE

**ADVANCEMENT & ALUMNI ENGAGEMENT
OPERATIONAL REVIEW**

Karl Miller-Lugo
March 2023



OUR MISSION

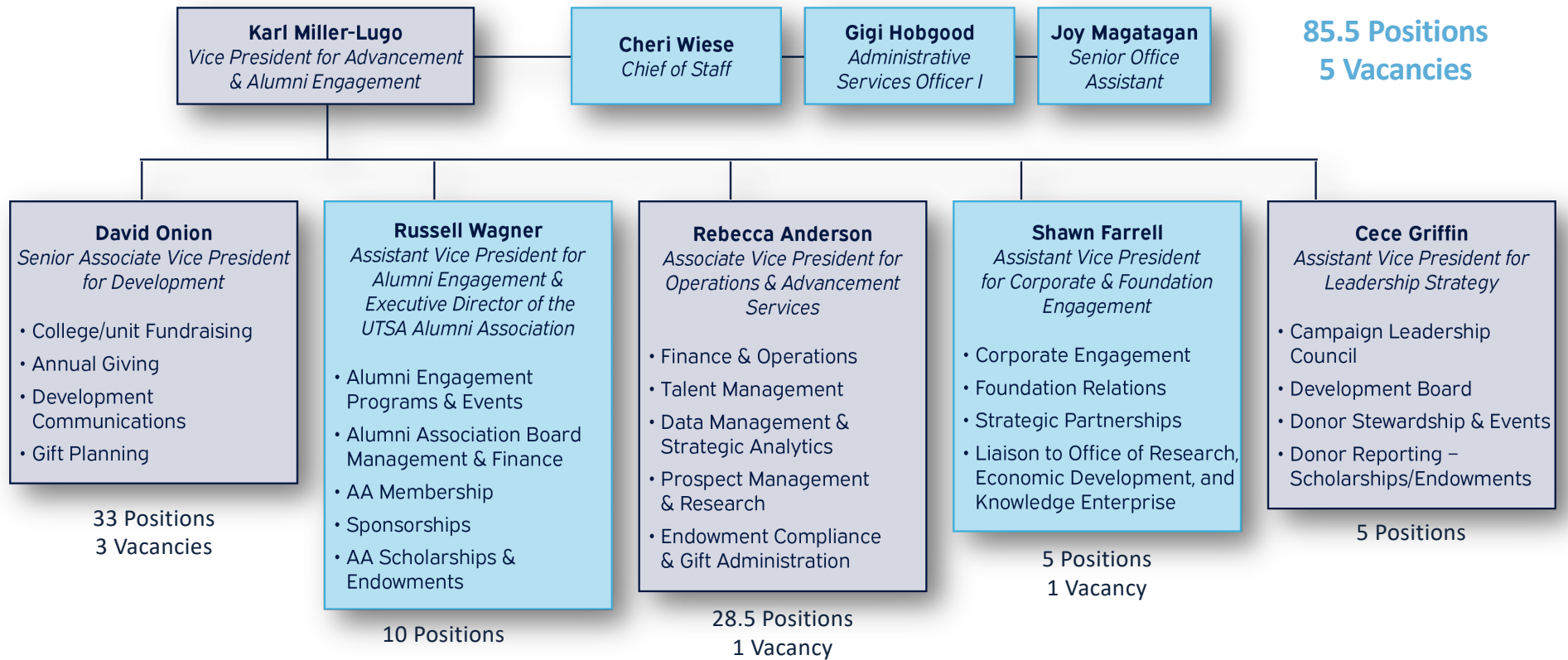
- Supports UTSA through successful **fundraising and alumni engagement**, while partnering with other university divisions to strengthen the university's reputation among key stakeholder groups.
- Builds and maintains **positive relationships** with individual donors, corporations, foundations, civic and non-profit organizations, various institutions and alumni to create philanthropic and engagement opportunities.
- Committed to telling the UTSA story while creating opportunities for donors, alumni and other supporters to be part of the university's **bold journey** toward its strategic destinations.



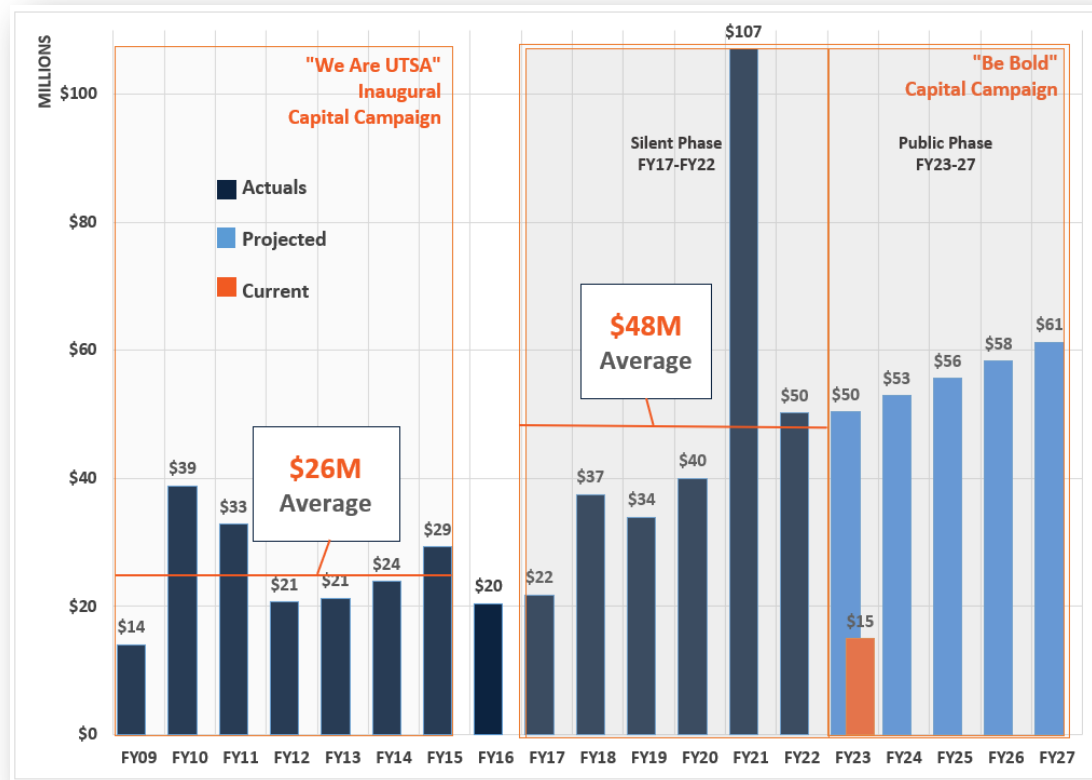
OUR PRIORITIES



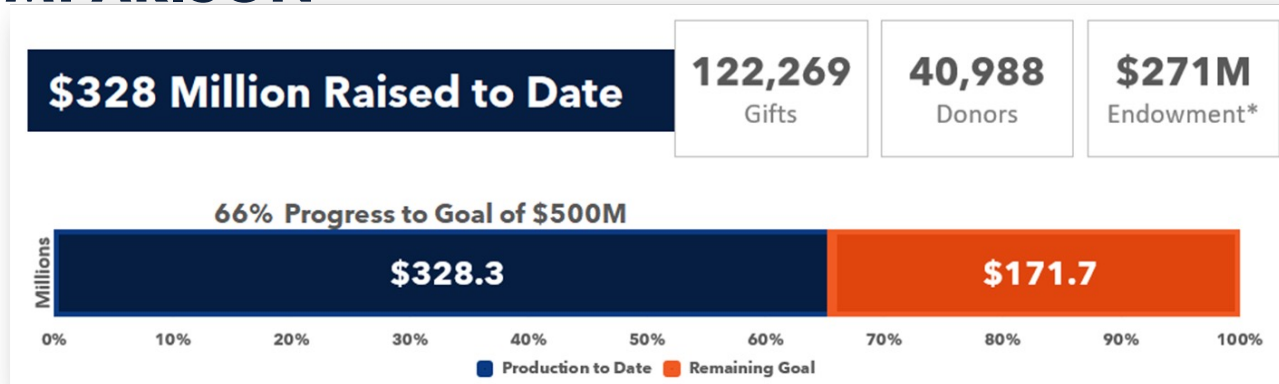
OUR ORGANIZATION



HISTORICAL AND FUTURE FUNDRAISING PRODUCTIVITY



INAUGURAL CAMPAIGN & CURRENT CAMPAIGN COMPARISON

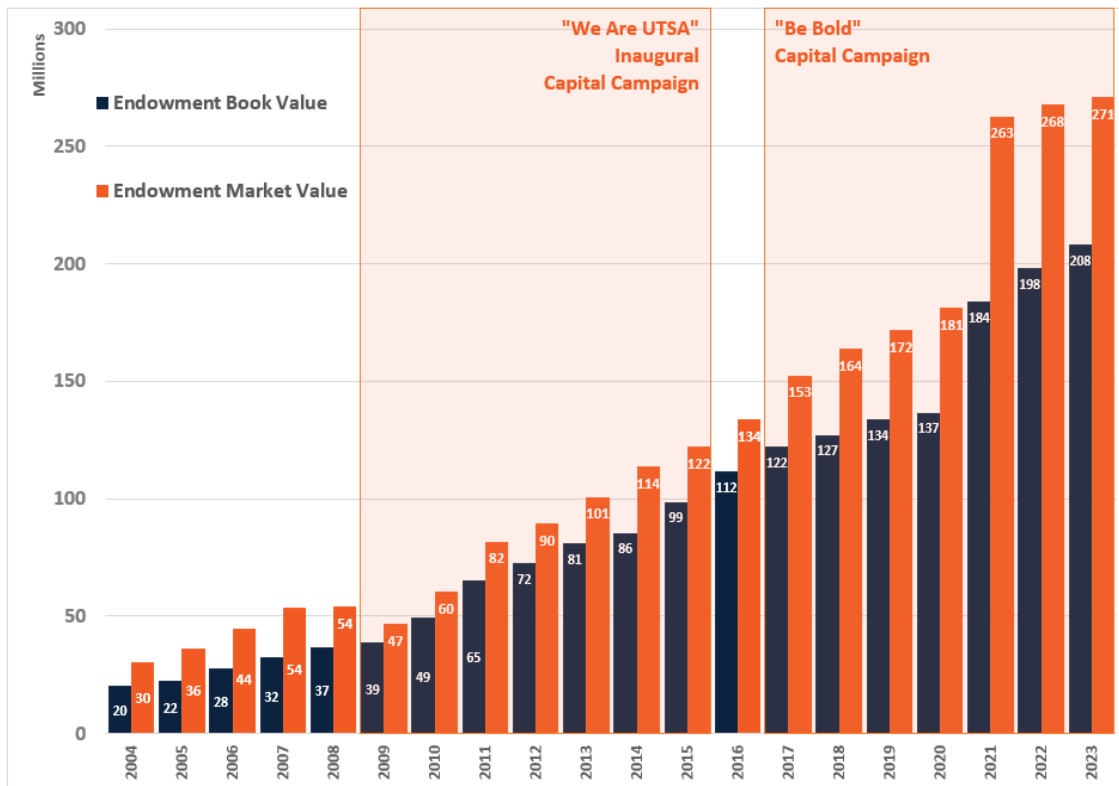


UTSA[®]
BE BOLD
 A CAMPAIGN FOR OUR FUTURE



**WE ARE
 UTSA**[®]
A Top-Tier Campaign

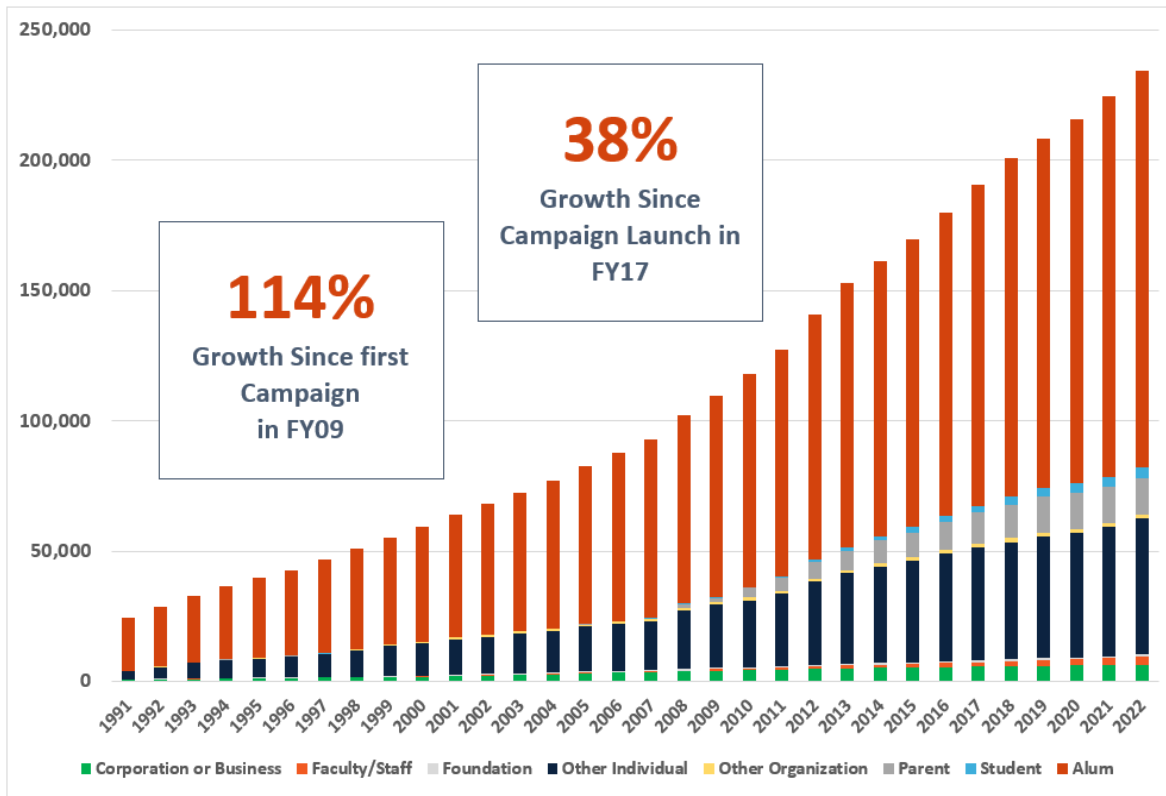
ENDOWMENT AMOUNT & VALUE GROWTH



97%
Increase in Total Endowments

Academic Purpose Description	Number of Endowments	Book Value	Market Value
Distinguished University Chair	8	\$15,594,322	\$22,195,854
Distinguished Chair	13	\$11,614,317	\$21,119,641
Distinguished Professorship	18	\$14,120,278	\$19,886,423
Distinguished Professorship	16	\$6,975,598	\$10,565,178
Faculty Fellowship	26	\$5,844,770	\$8,816,276
Scholarship	6	\$867,271	\$897,054
Miscellaneous	351	\$65,260,542	\$91,744,471
Graduate Fellowship	114	\$76,453,539	\$81,295,101
Graduate Fellowship	19	\$11,507,428	\$14,584,082
Totals	571	\$208,238,065	\$271,104,080

CONSTITUENT RECORD GROWTH

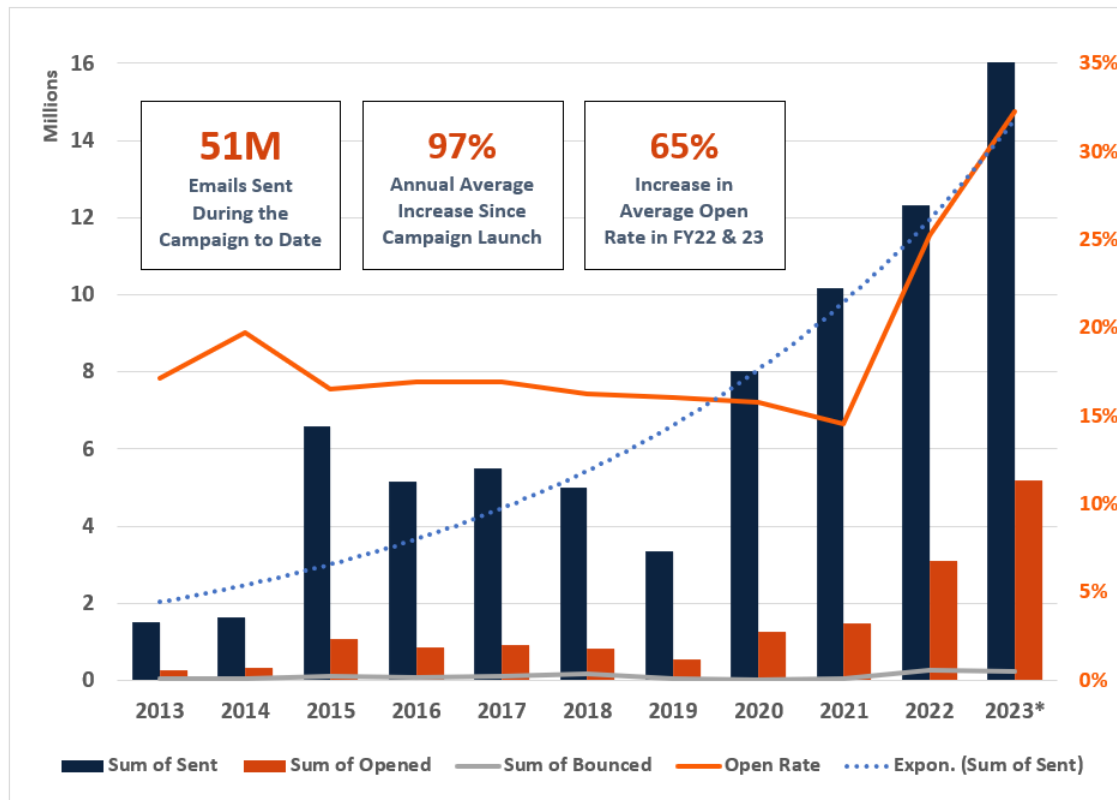


238K Constituent Records Currently Maintained

Data Maintained per Record

- Primary Bio info
- Contact info & Addresses
- Salutations
- Relationships/Connections/Affiliations
- Employment Information
- Campaigns, Appeals and Solicitations
- Historical Notes
- Contact Actions
- Media Mentions
- Gift Records
- Special Groups
- Contact reports
- Honor/Memorial preferences
- Volunteerism
- Prospect Capacity and Ratings
- Membership status
- Special Event invites, purchases, RSVPs and participations
- Online activity
- Social Media Engagement

E-COMMUNICATIONS SENT BY FY

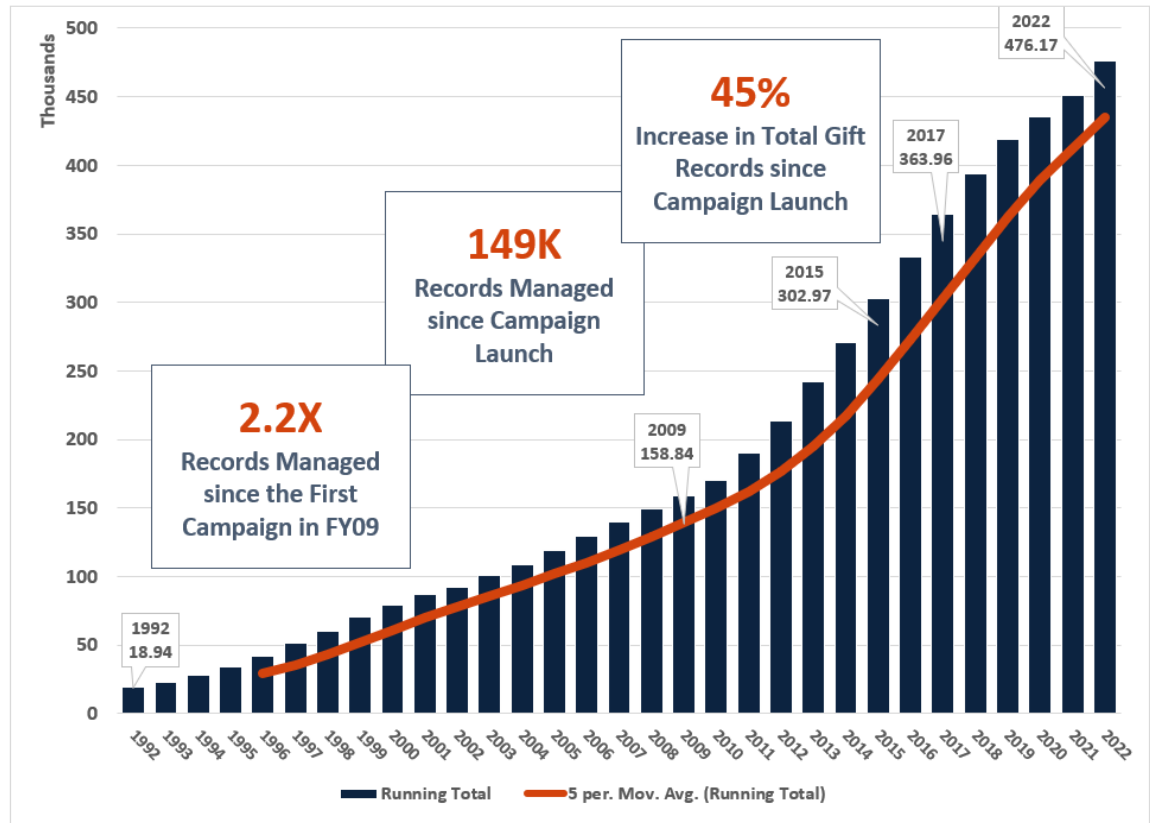


Over 16 Million Emails Projected for FY23

Types of Broadcast Emails Sent

- Segmented Fundraising Appeals
- Giving Day Campaign Solicitations
- Event Invitations
 - Football Tailgate
 - Gala
 - Diploma Dash
 - VIP Events
 - Ribbon Cuttings
 - State of the University
 - Professional Development Seminars
 - Networking Opportunities
- Membership Campaigns
 - New Membership
 - Renewals
 - Rejoins
- College Newsletters
- Urgent News
- Career Center Project Offerings
- Special Announcements

GIFT RECORDS ADDED AND MAINTAINED



476K Gift Records Currently Maintained

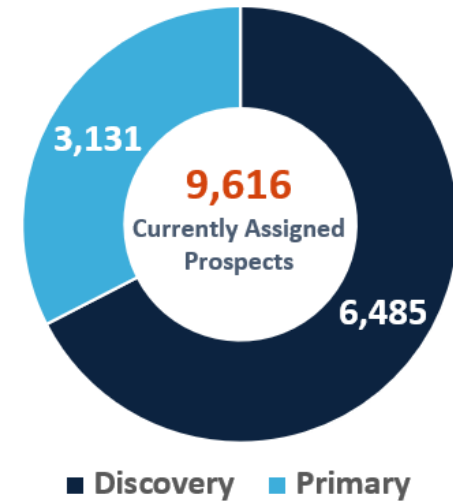
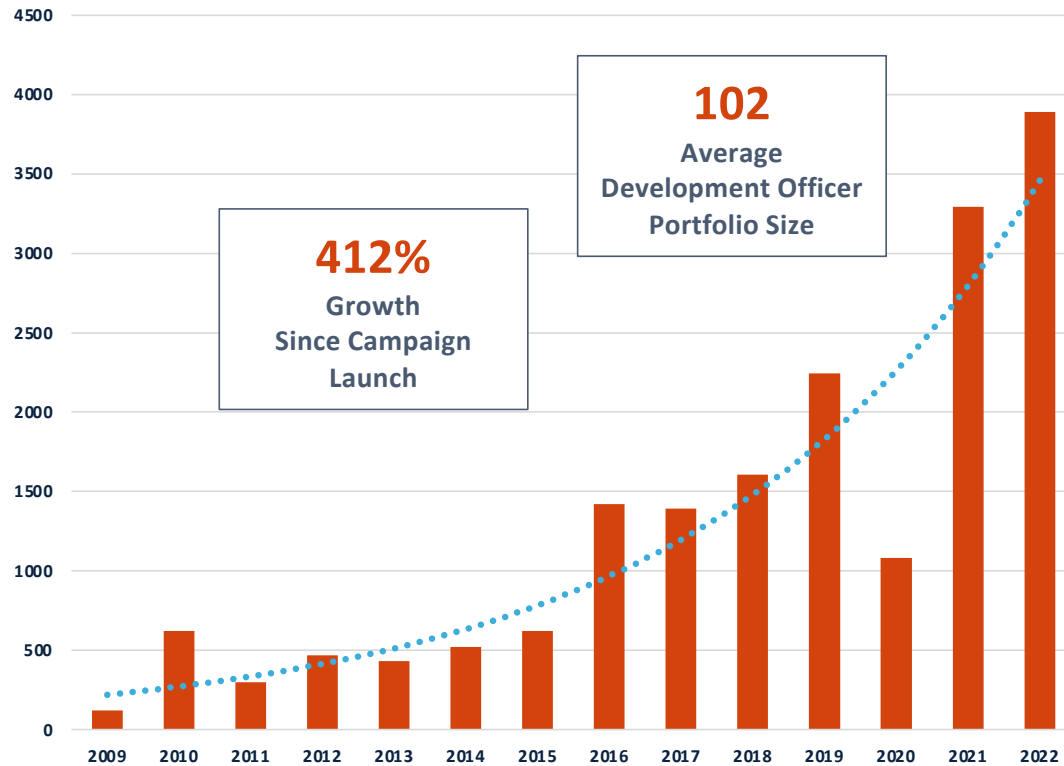
Types of Gifts Maintained

- Pledges
- Pledge Payments
- Cash
- Credit Card
- Crypto Currency
- Stock
- Property
- In-Kind Goods and Services
- Planned Gifts
- Donor Advised Funds
- Revocable Living Trusts
- IRA Gifts
- Retained Life Estates
- Matching Gifts
- Charitable Living Trusts
- Memorial Gifts
- Recurring Gifts
- Membership Dues
- Football Season Ticket Packages
- Event Registrations
- Merchandise Sales
- Payroll Deductions

GIFT PROCESSING

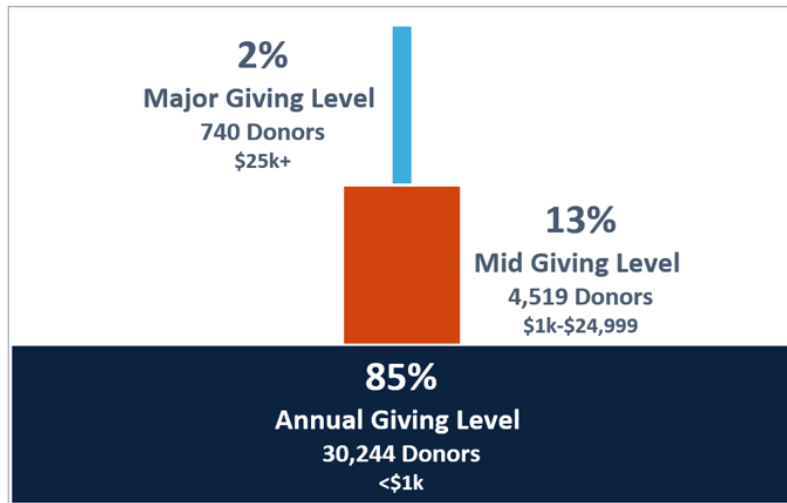
Fiscal Year	# of Gift*	Average # of Full Time	Time Available to Process Each Gift (in minutes)	Volume of Gifts Handled Per Staff
FY19	35,123	3	3.4	11,708
FY20	21,520	2.5	5.6	8,608
FY21	20,639	2.5	5.8	8,256
FY22	31,204	2.5	3.8	12,482
Average Time Per Gift Needed (in minutes)**				4.66
Average Volume of Gifts Handled Per Staff Member Annually**				10,263
Gift Processing = Constituent updates, data entry, research, deposits and reporting				
*Gift = Cash, Pay-Cash, Pledges, Gift-in-Kind, Stock/Property and Planned Gift				
**Does not include Alumni memberships, events and reconciliation.				

NEW PORTFOLIO ASSIGNMENTS

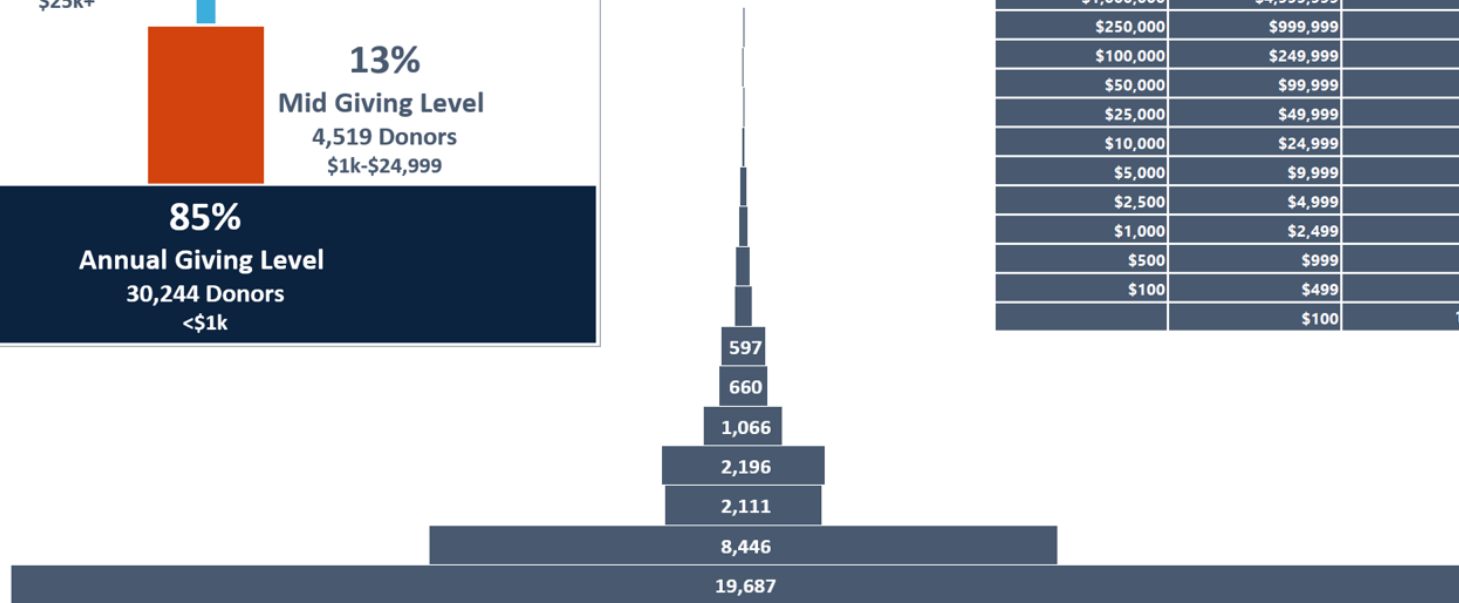


337%
Annual Increase in Bio Research Projects (Bio Briefs)

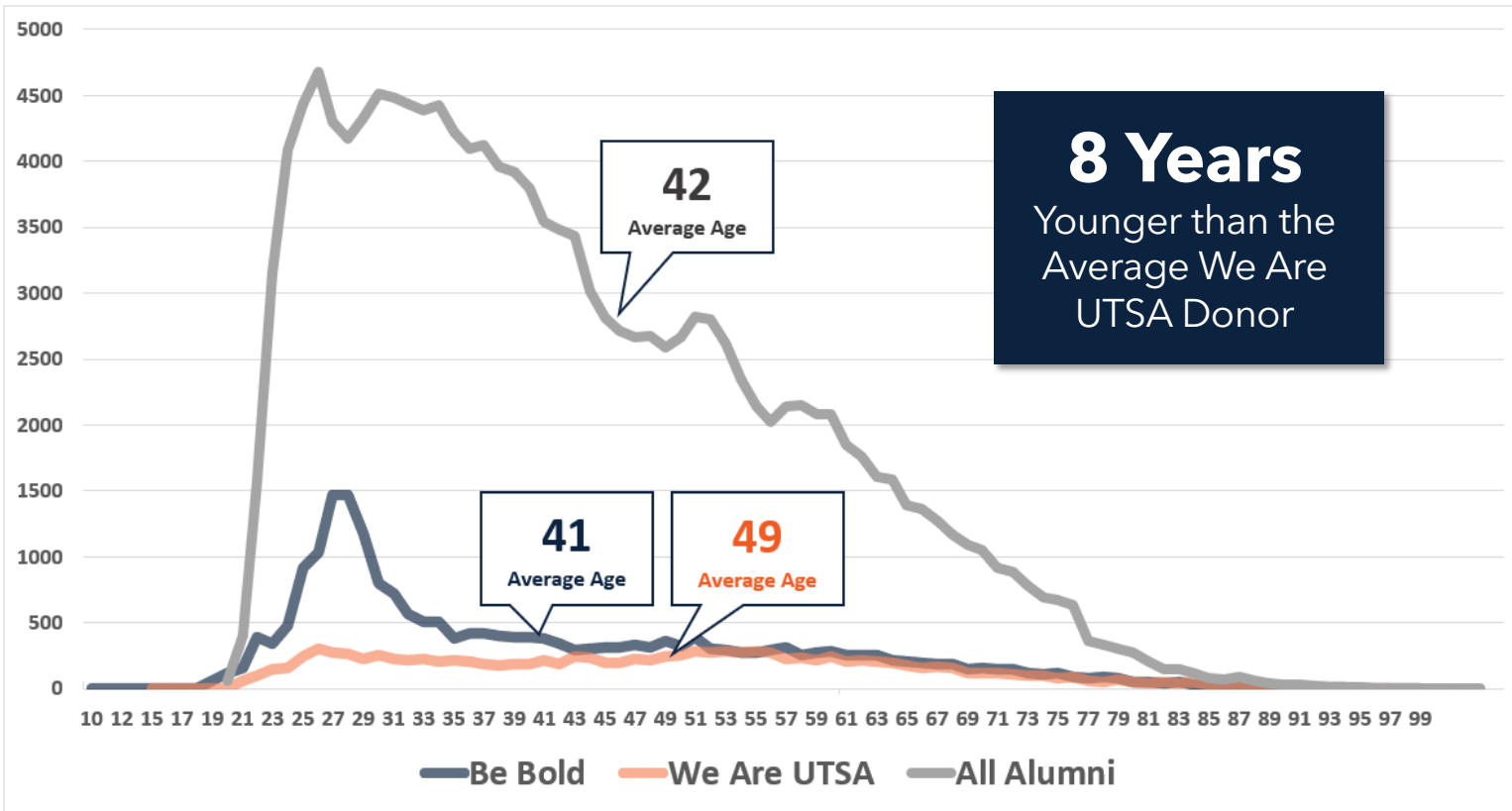
CAMPAIGN DONOR PYRAMID



>=	<=	Donor Count
\$25,000,000		6
\$10,000,000	\$24,999,999	4
\$5,000,000	\$9,999,999	8
\$1,000,000	\$4,999,999	45
\$250,000	\$999,999	105
\$100,000	\$249,999	129
\$50,000	\$99,999	197
\$25,000	\$49,999	246
\$10,000	\$24,999	597
\$5,000	\$9,999	660
\$2,500	\$4,999	1,066
\$1,000	\$2,499	2,196
\$500	\$999	2,111
\$100	\$499	8,446
	\$100	19,687



CAMPAIGN DONORS AND ALUMNI BY AGE

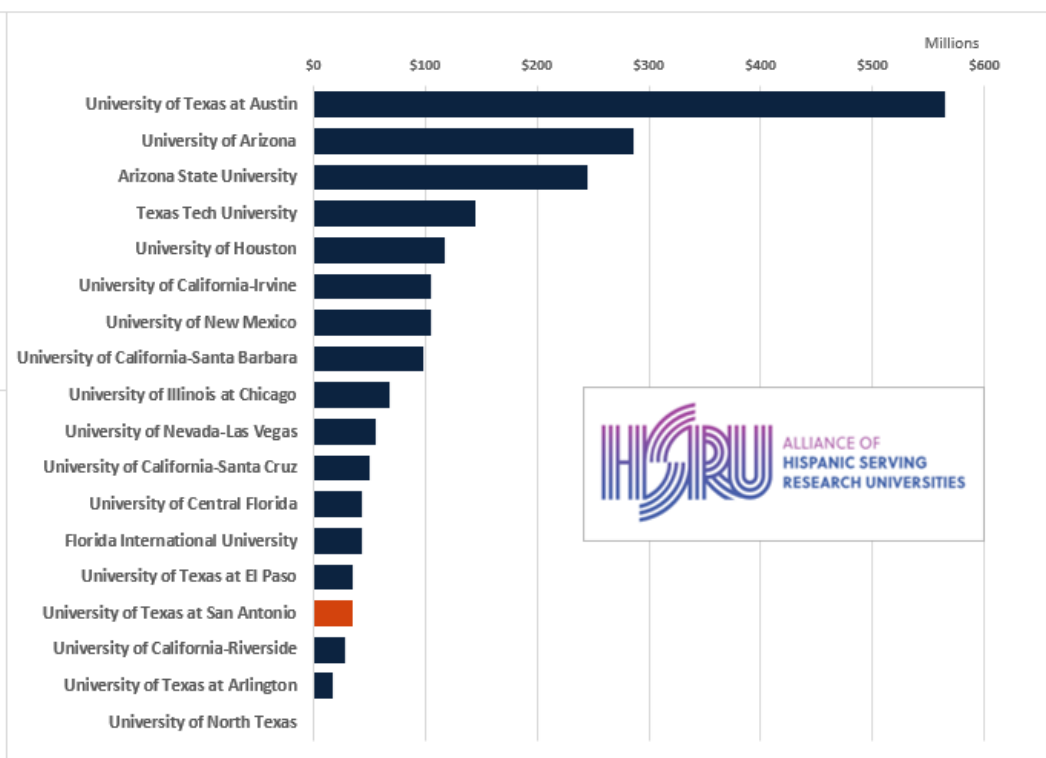
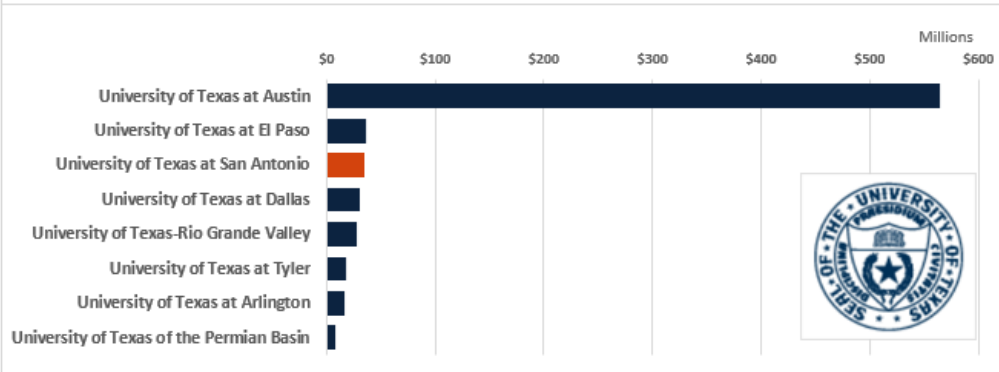
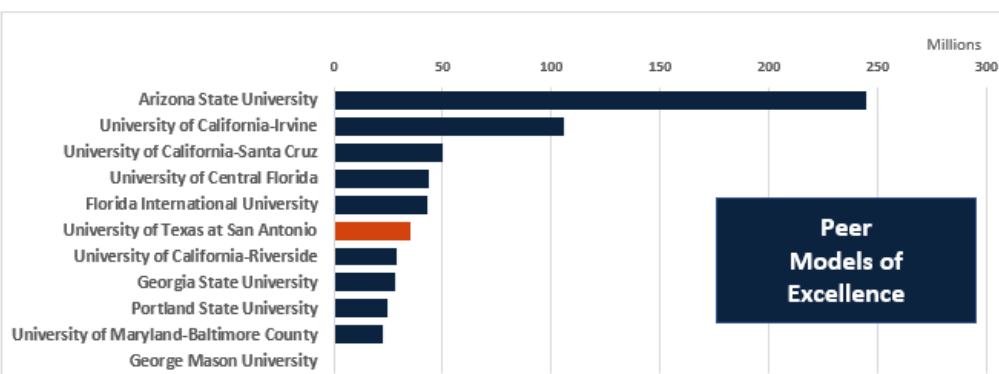


8 Years
Younger than the
Average We Are
UTSA Donor

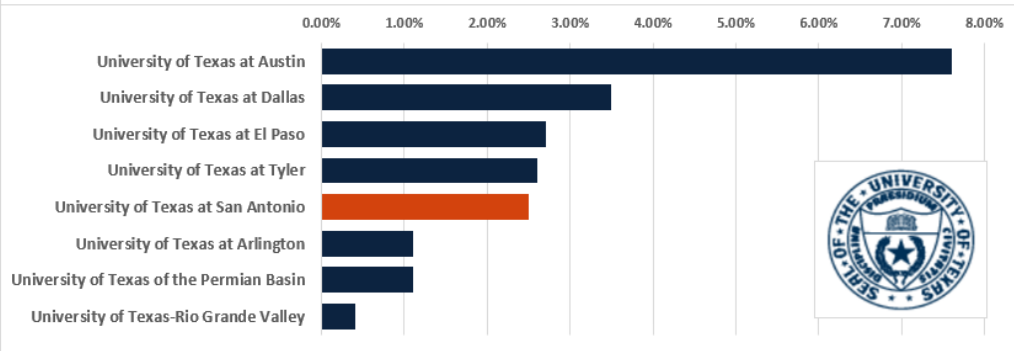
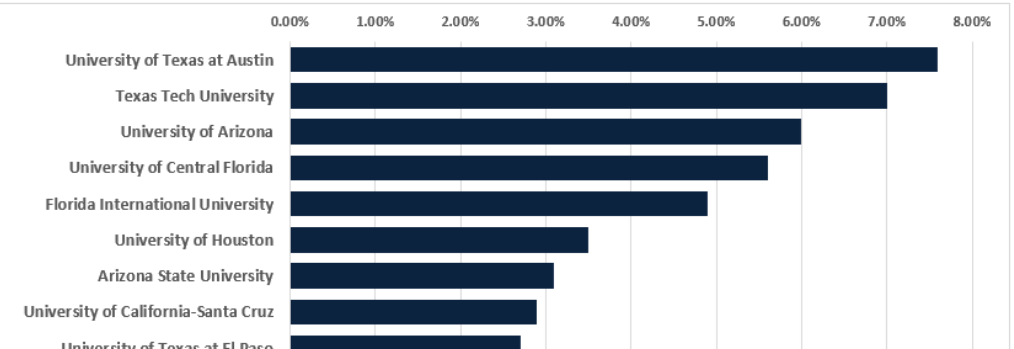
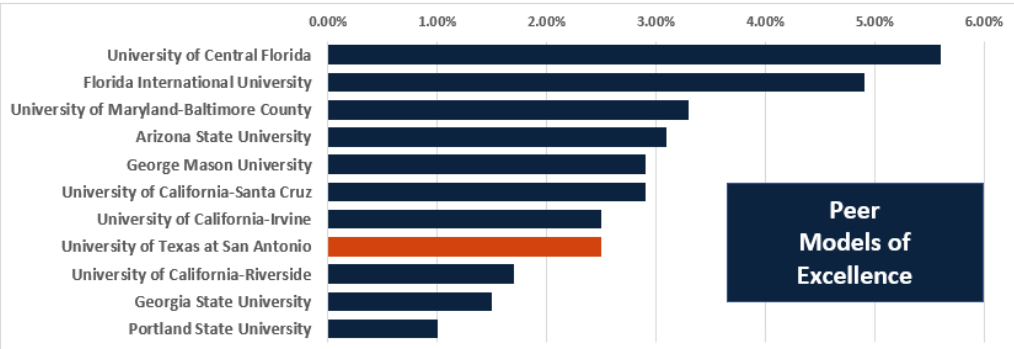
19,242
1st Time Donors

58%
Donor
Diversity

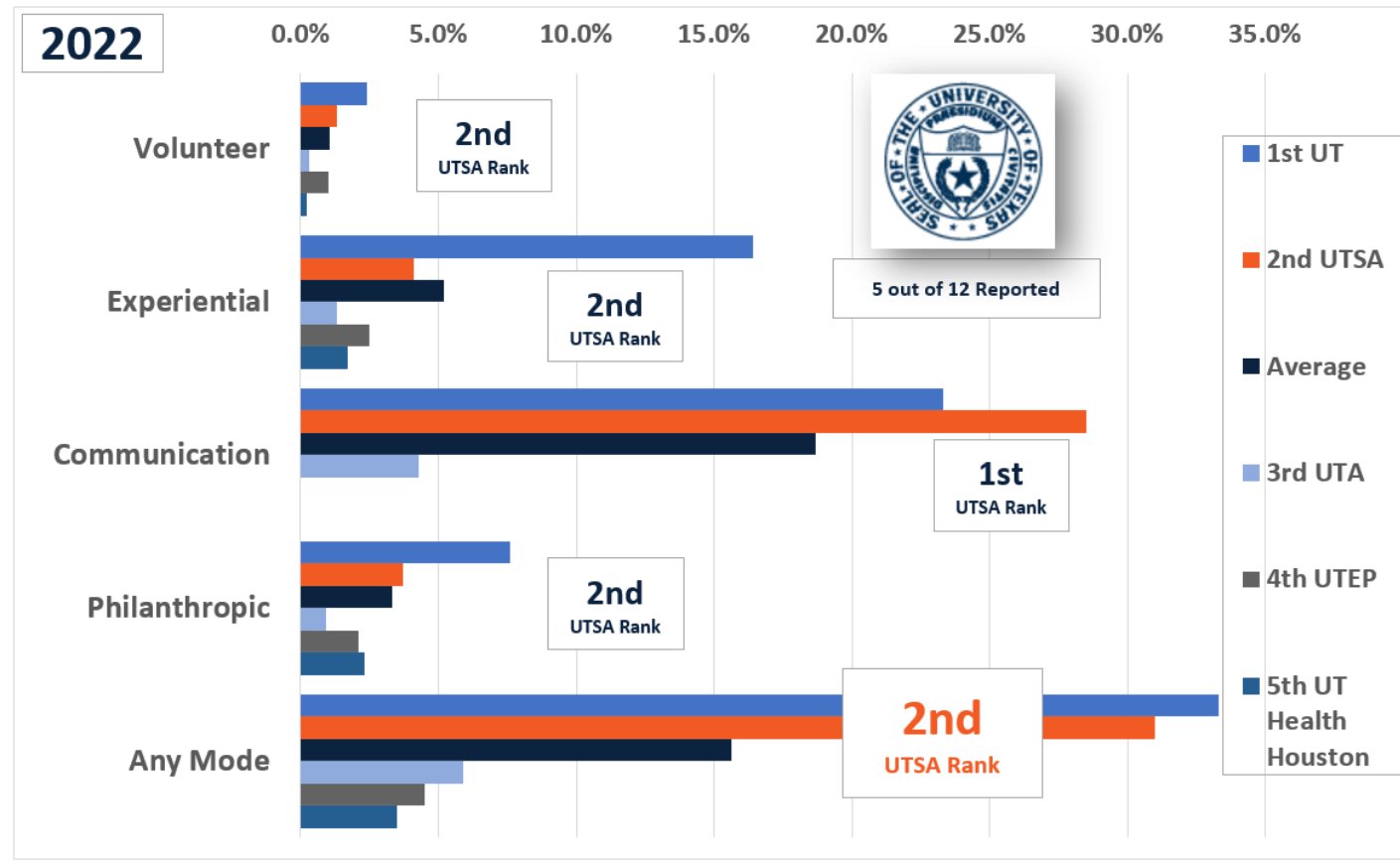
KPI PEER BENCHMARKING – OVERALL GIVING VSE GRAND TOTALS - FY22



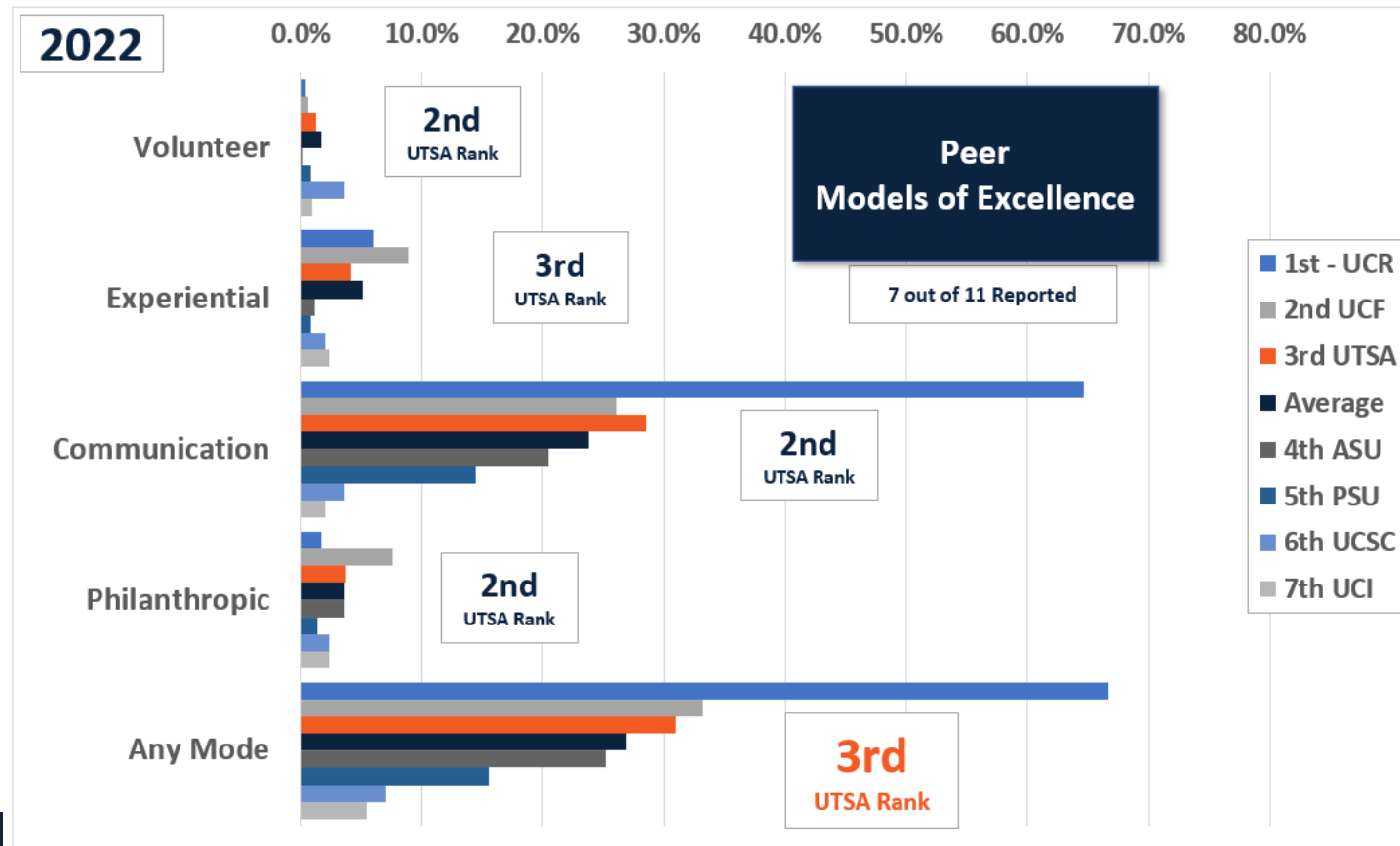
KPI PEER BENCHMARKING – ALUMNI PARTICIPATION - FY21



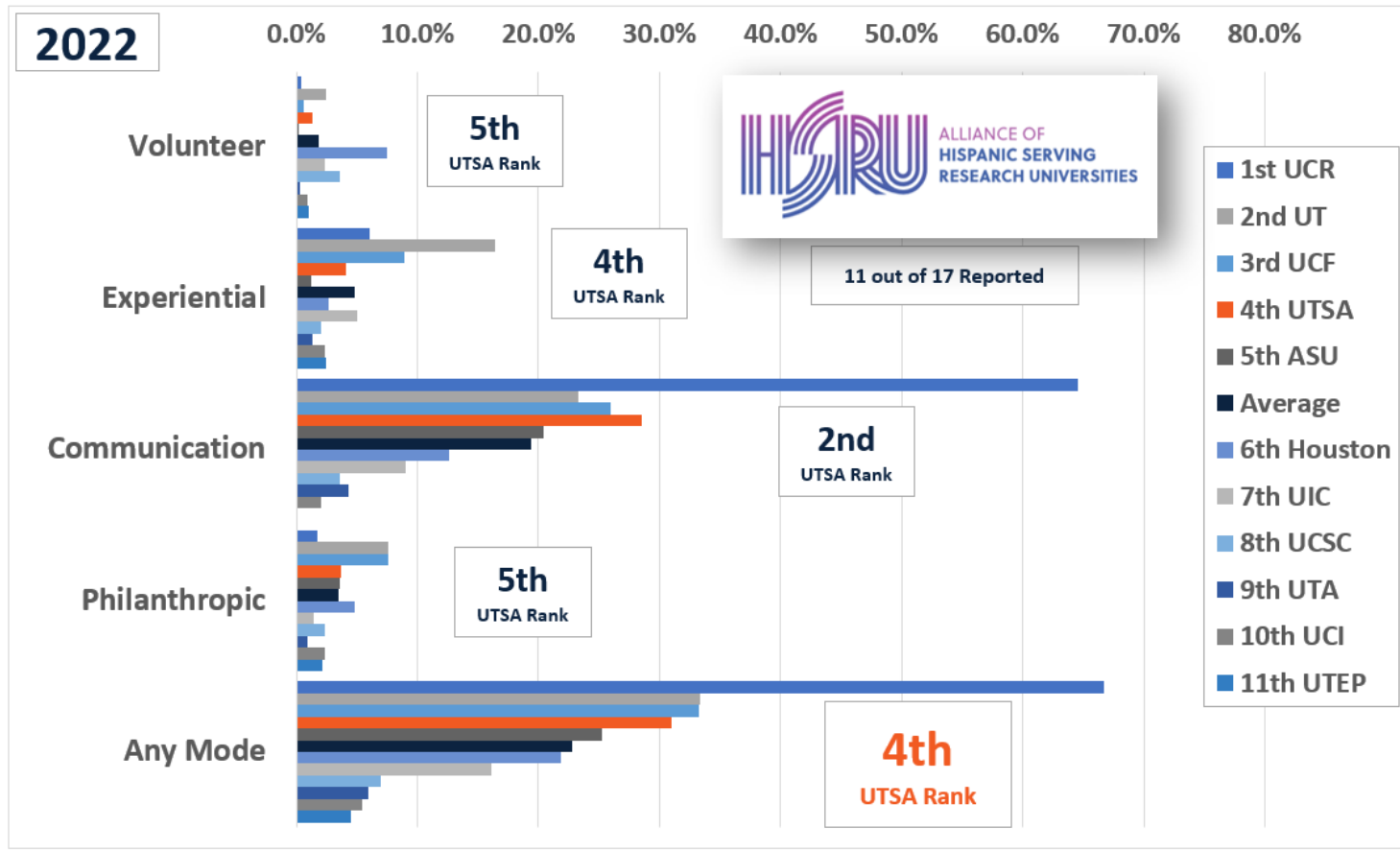
KPI PEER BENCHMARKING – AEM - UT SYSTEM - FY22



KPI PEER BENCHMARKING – AEM – ASPIRANT PEERS - FY22



KPI PEER BENCHMARKING – AEM – HSRU PEERS - FY22



STRATEGIES FOR A SUCCESSFUL CAMPAIGN

Advancement leaders must constantly find new ways to grow fundraising revenues and ROI.

Using proprietary ROI benchmarking data from over 150 institutions in the U.S. and Canada, EAB analyzed the investments, staffing and fundraising strategies most closely tied to top performing advancement institutions.

Their research found that the institutions with the highest ROI performed the following:

Focused on major gift volume, not just mega-gifts

Built a broad base of leadership annual donors (\$1K-\$24.9K gifts), creating a pipeline of future major gift supporters

Prioritized investing in staff for development roles, including major gifts, planned giving, and corporate/foundation relations

Invested in strategic operational support, especially in advancement services

BUDGET PLANNING PRIORITIES & FRAMEWORK

Staying True to our Mission

- Ensure budget priorities support the success of UTSA's \$.5 billion comprehensive campaign which supports all three destinations

Essential to Our Core Services

- Recruit and retain high quality staff through strategic talent management and workforce planning
- Maintain a robust operations enterprise to support all aspects of Advancement and Alumni Engagement to ensure the continued innovation, growth and success of our organization.

Continuous Improvement and cost containment

- Regularly explore new models and technology in service delivery
- Regularly review best practices, internal controls, policies and procedures to ensure efficiencies

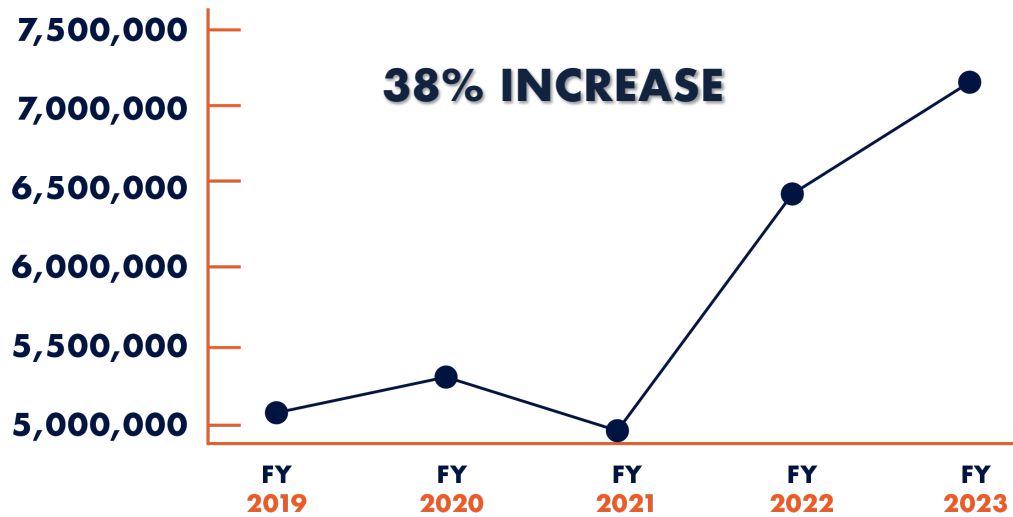
BE BOLD CAMPAIGN STAFF GROWTH

We are UTSA Campaign
89 FTE's

BE BOLD CAMPAIGN	2019	2020	2021	2022	2023
TOTAL STAFF	79	76	75	81	85.5

Standard Average
- 1 FTE needed
per \$500K raised = 100 FTE's to
raise \$50M
annually

BE BOLD CAMPAIGN BUDGET GROWTH



Standard Average -
It costs .25 cents
per dollar raised

=

\$12.5M budget
to raise \$50M
annually

RESERVE SUMMARY

Fiscal year	Starting Balance*	Utilization	Ending Balance
2019	\$1,415,473	\$569,360	\$846,113
2020	\$947,764	\$709,490	\$238,274
2021	\$387,684	\$0	\$387,684
2022	\$558,103	\$295,024	\$263,079
2023	\$273,079	\$187,649	\$85,430

* Includes department balance forwards over \$5k per internal lapse policy

Through our internal strategic budget review, forecasting and planning process, reserves are allocated to fund:

- Campaign Support
- Database Software/Technology
- Staff Retention Strategies
- Professional Development
- Fund Departmental One-time Requests for New Programming/Strategic Initiatives
- New Employee Start Up Costs
- Outsourcing Services
- Consultants
- Fund Budget Shortfalls as needed on a Case-by-Case Basis

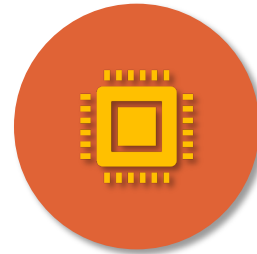
FY 23-28 STRATEGIC PRIORITIES BASED ON CAMPAIGN FEASIBILITY STUDY RECOMMENDATIONS



FINALIZING PLACEMENT
OF CDOS IN ALL COLLEGES



RESOURCES NECESSARY TO
CAPTURE FUNDRAISING
POTENTIAL



ADEQUATE ADVANCEMENT
SERVICES AND SUPPORT
FUNCTIONS



CONTINUOUS TRAINING AND
PROFESSIONAL DEVELOPMENT
SUPPORT AND RESOURCES

FY 23-28 STRATEGIC PRIORITIES BASED ON CAMPAIGN FEASIBILITY STUDY RECOMMENDATIONS

Enhancing our Ability to Capture Regional Potential

Austin, Dallas, Houston, RGV, South Texas, Colorado, California, Florida, Virginia



Resources to Cultivate Relationships with ~5,000 constituents
with \$1M+ capacity



Resources for Discovery on ~6,250 constituents with connection
and capacity over \$25K

FY 23-28 STRATEGIC PRIORITIES BASED ON CAMPAIGN FEASIBILITY STUDY RECOMMENDATIONS



IMPLEMENTING
RECOMMENDATIONS OF THE ALUMNI
ASSESSMENT



TRANSITION OF ALUMNI ASSOCIATION
FROM DUES TO FREE MEMBERSHIP
MODEL



RESOURCES TO PROVIDE AFFINITY-BASED,
PERSONALIZED ALUMNI RELATIONS
ENGAGEMENT FOR COLLEGES, SCHOOLS,
AND UNITS

UTSA[®]

BE BOLD
A CAMPAIGN FOR OUR FUTURE

BEBOLD.UTSA.EDU



Summary

5 Year Financial Proforma
As of February 28th (2nd Quarter)

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 IRM Statement	FY 2023 Original Budget	Budget Adjustments	FY 2023 Revised Budget	YTD Activity	Est. Activity Thru YE	FY 2023 Year End Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Assumptions
REVENUES														
Student Fee and Other Revenue Sources														
Student Fees - Mandatory														
Student Fees - Non-Mandatory														
(A) Total Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Revenue - Endowment Compliance	970,775	1,676,484	-	1,676,500	282,910	1,959,410	1,959,410	1,959,410	1,959,410	2,008,410	2,008,410	2,008,410	2,008,410	
Other Revenue - State Allocations (E&G)	2,819,852	2,912,474	-	2,912,476	54,793	2,967,269	2,967,269	2,967,269	2,967,269	2,967,269	3,011,778	3,056,955	3,102,893	
Other Revenue - Alumni Relations	321,788	321,800	-	321,800	8,793	330,470	330,470	330,470	330,470	336,433	341,479	346,601	351,800	
Other Revenue - GDS533	1,044,732	1,444,800	-	1,500,000	404,190	1,904,190	1,904,190	14,367	1,918,557	1,941,760	1,970,885	2,000,450	2,030,458	
(B) Total Other Revenue	\$ 5,157,126	\$ 6,354,558	\$ -	\$ 6,459,776	\$ 759,563	\$ 7,219,339	\$ 7,219,339	\$ 7,219,339	\$ 7,220,669	\$ 7,293,872	\$ 7,332,554	\$ 7,412,416	\$ 7,493,476	
(C) Total Revenue before Strategic Investment Fund Participation (A+B)	\$ 5,157,126	\$ 6,354,558	\$ -	\$ 6,459,776	\$ 759,563	\$ 7,219,339	\$ 7,219,339	\$ 7,220,669	\$ 7,230,669	\$ 7,293,872	\$ 7,332,554	\$ 7,412,416	\$ 7,493,476	
Strategic Investment Fund (SIF) Participation														
Transfer Out - Strategic Investment Participation (14%)														
Transfer Out - Strategic Investment Participation - Mandatory Fees														
For Reference: Mandatory Fee Participation Rate														
(D) Total Strategic Investment Fund Participation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
(E) Total Revenue (C-D)	\$ 5,157,126	\$ 6,354,558	\$ -	\$ 6,459,776	\$ 759,563	\$ 7,219,339	\$ 7,219,339	\$ 7,220,669	\$ 7,230,669	\$ 7,293,872	\$ 7,332,554	\$ 7,412,416	\$ 7,493,476	

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 IRM Statement	FY 2023 Original Budget	Budget Adjustments	FY 2023 Revised Budget	YTD Activity	Est. Activity Thru YE	FY 2023 Year End Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Assumptions
EXPENSES														
Support Unit Expense														
Support Unit Expense Allocation														
For Reference: Allocation Rate (approx to Salary & Other Operating Revenues)														
(F) Total Support Unit Expense Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Direct Expenses - For Support Areas														
Utilities														
Charges for Service Level Agreements (SLAs)														
Facilities Charges (Note - Do not duplicate expenses also shown in SLAs)														
(G) Total Direct Expenses - For Support Areas	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Direct Expenses - Personnel														
Faculty Salary														
A&P and Classified Salary														
Wages or Hourly Salary														
Benefits														
(H) Total Direct Expenses - Personnel	\$ 5,190,675	\$ 5,804,713	\$ -	\$ 5,564,413	\$ 513,392	\$ 7,077,805	\$ 3,245,245	\$ 3,891,823	\$ 7,137,068	\$ 7,341,068	\$ 7,434,375	\$ 7,529,113	\$ 7,623,303	
Direct Expenses - Non-Personnel														
M&O Budget														
Vendor Payment (operated out of M&O Budget Line)														
Transfer Out - Debt Service														
(I) Total Direct Expenses - Non-Personnel	\$ 311,969	\$ 302,468	\$ -	\$ 120,307	\$ 230,340	\$ 350,647	\$ 410,781	\$ 205,282	\$ 616,073	\$ 10,119	\$ 10,271	\$ 10,425	\$ 10,581	
(J) Total Expenses Before Transfers (F+G+H+I)	\$ 5,502,643	\$ 6,107,181	\$ -	\$ 6,684,720	\$ 743,732	\$ 7,428,452	\$ 3,655,026	\$ 4,097,105	\$ 7,753,141	\$ 7,351,187	\$ 7,444,646	\$ 7,539,538	\$ 7,633,886	

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 IRM Statement	FY 2023 Original Budget	Budget Adjustments	FY 2023 Revised Budget	YTD Activity	Est. Activity Thru YE	FY 2023 Year End Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Assumptions
OPERATIONAL TRANSFERS														
Operating Transfers - To (From) Other Units														
Transfers To (From) Business Affairs UNW005 EC2203														
Transfers To (From) Business Affairs UNW001 DZR006 DT2201														
Transfers To (From) Business Affairs UNW001 INT003														
Transfers To (From) Business Affairs UNW001 DZR013 and DZR016														
(K) Total Operating Transfers - To (From) Other Units	\$ (837,773)	\$ (813,596)	\$ -	\$ (857,788)	\$ (10,663)	\$ (868,451)	\$ (714,603)	\$ (684,222)	\$ (1,398,825)	\$ (957,788)	\$ (973,301)	\$ (989,070)	\$ (1,005,099)	Transfer from and to Central E&G for Payroll Related Benefits and EOY E&G swap
Operating Transfers - Within This Group of Depts/Ccs/Fds														
Transfers To (From) Dept. EGV001														
Transfers To (From) Dept. EGV004														
Transfers To (From) Dept. EGV005														
Transfers To (From) Dept. DVX010														
Transfers To (From) Dept. G03033														
Transfers To (From) Dept. DVX003														
Transfers To (From) Dept. DVX018														
Transfers To (From) Dept. SIF203														
Transfers To (From) Internal Cost Centers Various														
Transfers To (From) Internal Cost Centers Various Annual Operation														
(L) Total Operating Transfers - To (From) This Group of Depts/Ccs/Fds	\$ 441,191	\$ 875,171	\$ -	\$ 734,000	\$ 14,000	\$ 748,000	\$ 833,099	\$ 102,550	\$ 935,649	\$ 814,000	\$ 828,680	\$ 843,654	\$ 858,927	
(M) Total Operating Transfers (K+L)	\$ (396,582)	\$ (68,425)	\$ -	\$ (123,788)	\$ 3,337	\$ (125,151)	\$ 118,496	\$ (81,672)	\$ (463,176)	\$ (143,788)	\$ (146,621)	\$ (148,416)	\$ (146,172)	
(N) Total Expenses and Operating Transfers (J+M)	\$ 5,106,061	\$ 6,168,756	\$ -	\$ 6,460,931	\$ 747,069	\$ 7,203,301	\$ 3,773,522	\$ 3,515,433	\$ 7,289,965	\$ 7,207,399	\$ 7,300,025	\$ 7,391,122	\$ 7,487,714	
(O) Balance (Deficit) Before Transfers to Cover Shortfall (E-N)	\$ 51,065	\$ 185,803	\$ -	\$ (1,155)	\$ 3,494	\$ 2,339	\$ 3,435,817	\$ (3,495,113)	\$ (99,296)	\$ 46,473	\$ 32,529	\$ 18,294	\$ 3,762	

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 IRM Statement	FY 2023 Original Budget	Budget Adjustments	FY 2023 Revised Budget	YTD Activity	Est. Activity Thru YE	FY 2023 Year End Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Assumptions
Funding Transfers In to Cover Shortfall														
Transfers In - From HEERF														
Transfers In - From Other Operations to cover shortfall														
(P) Total Transfers to Cover Shortfall	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
(Q) Total Year End Balance (Deficit) (O+P)	\$ 51,135	\$ 185,803	\$ -	\$ (1,155)	\$ 3,494	\$ 2,339	\$ 3,435,817	\$ (3,495,113)	\$ (99,296)	\$ 46,473	\$ 32,529	\$ 18,294	\$ 3,762	
*Amt. Included in YE Balance That Falls to Cover POCs														
*Amt. Included in YE Balance That Lapses to Reserve Funds														

	FY 2021 Actuals	FY 2022 Actuals	FY 2023 IRM Statement	FY 2023 Original Budget	Budget Adjustments	FY 2023 Revised Budget	YTD Activity	Est. Activity Thru YE	FY 2023 Year End Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection	FY 2027 Projection	Assumptions
Reserve Funds														
(R) Reserve Fund Beginning Balance	474,370	525,505	-	711,308	-	711,308	711,308	711,308	711,308	652,012	668,485	731,014	749,308	
Lapsed Amount Added to / Removed from Reserve Funds	51,135	185,803	-	(1,155)	3,494	2,339	3,435,817	(3,495,113)	(99,296)	46,473	32,529	18,294	3,762	
Other Activity in Reserve Fund (explain)	-	-	-	-	-	-	-	-	-	-	-	-	-	
(S) Reserve Fund Ending Balance	\$ 525,505	\$ 711,308	\$ -	\$ 710,153	\$ 3,494	\$ 715,647	\$ 4,147,125	\$ (3,495,113)	\$ 652,012	\$ 698,485	\$ 731,014	\$ 749,308	\$ 753,070	
Reserve as a Percentage of Expenses & Operating Transfers														
Reserve as a Percentage of Outstanding Debt														
For Reference: Outstanding Debt (at the end of the FY)														
Ratio: Net Income to Debt Service														



The University of Texas at San Antonio™

TRACKING # <i>(Assigned by the Budget & Fin Planning Office)</i>	
---	--

Operational Review Packet

Name of Unit: Advancement and Alumni Engagement College / Division: _____
 Contact Name: Rebecca Anderson Phone/Email: Rebecca.Anderson@utsa.edu

Type of Unit:

Academic Support Unit Auxiliary Unit
 Administrative Support Unit

REQUIRED DOCUMENTS:

FIRST SUBMITTAL -

<p>General Information to "Tell Your Story" <input checked="" type="checkbox"/></p> <p>Explain "who you are", "what you do", "how you do it", and "how it aligns to the destination & strategic initiatives."</p>	<p>Organizational Chart and Position Data <input checked="" type="checkbox"/></p> <p>Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes</p>
--	--

SECOND SUBMITTAL -

<p>Challenges / Opportunities <input checked="" type="checkbox"/></p> <p>Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus</p>	<p>Key Performance Indicators / Benchmarks / Comparisons <input checked="" type="checkbox"/></p> <p>Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations</p>
<p>Budget / Actual Financial Data <input checked="" type="checkbox"/></p> <p>5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections [Note: Template will be provided]</p>	<p>Explanation of Reserves <input checked="" type="checkbox"/></p> <p>Provide details of current balances and practice of adding to reserves each year; Provide 3 years of prior growth and current projection.</p>

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: <u>Rebecca Anderson</u> Printed Name: <u>Rebecca Anderson</u>	Date: <u>3/10/2023</u>
Dean / VP Approval Signature: <u>Karl Miller-Lugo</u> Printed Name: <u>2503CC21F16C47F...</u>	Date: <u>Karl Miller-Lugo</u> Printed Name: <u>2503CC21F16C47F...</u>

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