

FY2024 Operational Review Committee Final Report

Unit Reviewed: Student Affairs
Date: March 2024

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

Student Affairs provides pathways for student involvement, advocacy, and wellbeing. Their approach is comprehensive and covers a wide array of student experiences, from engagement events, to food security, to expressive activity. As this suggests, Student Affairs is involved throughout the student journey, from acceptance to graduation. The division’s goals and initiatives touch on multiple aspects of the student experience, including physical and mental health, student involvement, and academic success. At the same time, the unit is asked to oversee multiple other areas of university interventions and policies relating to behavior, expressive activities and events. Student success is at the core of this division’s purpose, closely mirroring one of UTSA’s three institutional destinations.

Student Affairs’ three primary goals and associated initiatives reflect their multifaceted areas of responsibility and the evolving landscape of the student experience:

1. **Develop a comprehensive well-being services area to streamline processes for greater efficiency.** This goal focuses on promoting well-being through prevention and education, with a strong emphasis on mental health, sexual health, and recovery. Collaboration with UT Health San Antonio ensures the provision of comprehensive health services to the university community.
2. **Enhance student advocacy by effectively addressing food insecurity, simplifying navigation through university challenges, and providing robust support for students facing personal and academic difficulties.** This goal is supported through adjusted organizational structures to better meet student needs and improve crisis response. Additionally, they are planning to expand services to the downtown campus and augment support for online students to ensure comprehensive coverage and accessibility.

- 3. Prioritize high-impact programs and effectively manage rising costs through focused strategic allocation and meticulous budget management.** Student Affairs is implementing innovative budgeting strategies, including mid-year budget reviews and the reallocation of funds, to bolster key programs such as Roadrunner Days, enhancing their reach and impact.

The goals and initiatives showcase Student Affairs' commitment to creating an environment that supports every aspect of student life at UTSA. The unit's strategic and thoughtful approach aims not only to address the rapidly evolving needs of our current students, but also to anticipate future demands as the university grows.

The presentation maintained its focus on the macro-level, the overall goals and objectives of the unit while acknowledging the many specific areas and offices within the Student Affairs umbrella such as wellbeing services, campus recreation and more. The specific goals, challenges, and opportunities of those sub-units were not included in the presentation, with the exception of occasional anecdotes or examples.

Organization

In her presentation, Senior Vice Provost for Student Affairs and Dean of Students LT Robinson provided a comprehensive overview of the Student Affairs Division, highlighting its organizational structure and various roles. Student Affairs is represented by ten different departments: Campus Recreation, Family Association, PEACE Center, Recovery Center, Student Assistance Services, Student Conduct and Community Standards, Student Development and Social Connections, Student Involvement Center, Student Union, and Wellbeing Services. Each department supports the involvement, advocacy, and wellbeing of the student. In addition, Student Affairs partners with UT Health San Antonio to supervise and lead Wellness 360's health and counseling clinics.

Operations

Student Affairs is a division comprised of 83 full time staff with 475 student positions. Currently they have a 19% vacancy rate for full time employees. The division is responsible for campus involvement, advocacy and wellbeing. They have worked to align internal and external partnerships for collaboration to assist in making their department function more efficiently. One key partnership is with UT Health San Antonio, who runs the Wellness 360 program. The division focuses on student engagement through operations of the recreational center, the student union, RowdyLink, the pantries, assistance services and Wellness360. Currently their organization is fairly flat in leadership, but the unit has engaged with Huron to help with focus on filling vacant positions, increasing experiential learning opportunities for student employees, and aligning processes for student employee hiring and onboarding. They recently filled a new Director for Fiscal administration, established a Business Service Center, and are taking steps towards adjusting their operating model to scale services and reduce operational costs. They are also focusing on how they will expand services to aid in the upcoming downtown growth. Current operational challenges include needing more front-line positions that are student facing,

finding creative ways to minimize the increasing costs of events production by using more student employees, and the unforeseen events, such as management of expressive activities and student crisis events.

Finance

The Student Affairs Unit has maintained an admirable approach of making the most of their funds through seeking outside-the-box approaches to save or recoup costs. Negotiating discounts and working with vendors for rebates are innovative solutions. In addition, the descriptions given of how “reserve-like strategies” are employed throughout the year make good sense. Currently, the unit is utilizing reserves and annual cost savings from vacant positions to supplement funding for the unit's programming.

To aid in their efforts to maximize their budget, we suggest that they look into accessing donations and gifts of alumni, particularly around the large, outward facing events that are so pivotal to the student experience and university image. The presenter clearly communicated the unit's current issues in staffing based on guidance from an exterior consultancy, and we celebrate the recent hire of a Director of Fiscal Administration with her.

Assessment

Reviewers were highly impressed with the Student Affairs presentation, and we thank them for an excellent presentation. Overall, reviewers rated the presentation as a 4.59 out of 5, or 91.7%.

With respect to KPIs and continual assessment, reviewers overall felt that Student Affairs is diligently monitoring their success, monitoring participation trend in programming by user. Reviewers also noted that these measures are well aligned to their mission and goals regarding student involvement, well-being, and advocacy. Some reviewers also noted that they appreciated that Student Affairs was shifting their KPIs in light of evolving needs. Some reviewers though suggested that without recent data it was difficult to show change/improvements over time in KPIs. The data shared did suggest a desire to more fully understand their clientele plus how strategies might be targeted to more effectively respond to evolving needs and priorities in the student affairs realm.

Student Affairs uses a variety of indicators including various surveys (student, Roadrunner Days), National College Health Assessment comparisons, and service statistics. Student Affairs has also hired a consulting firm (Huron) to engage in SWOT analysis and strategic planning.

Service statistics indicate that students are increasingly becoming involved as the university has come out of the pandemic. Student Affairs is attempting to meet its challenges in a way that align with its goals, filling a need for personnel while also offering students new opportunities.

The attention to benchmarking reflects a commitment to optimizing student services. Comparisons to the National College Health Assessment suggest that UTSA students face more challenges, of all types, than the average student. Some exit survey data suggested that some

students are not aware of health prevention and other educational services. Consider new strategies to improve UTSA student response to these important surveys.

Although some trends were shown for service statistics, some reviewers thought that more data over time would be helpful for identifying trends. Other reviewers noted low response rates, which may relate to the issue of survey fatigue that Student Affairs recognized. A reviewer also noted that showing data specific to online students and those attending the downtown campus would be helpful.

Some committee members expressed concern about staff vacancies, limited resources, and a need for more targeted support for specific student populations.



Student Affairs

Operational Review

April 18, 2024

Mission

Student Affairs is dedicated to nurturing and empowering student leaders. Through tailored experiences and comprehensive services, our division creates pathways for **involvement**, **advocacy** and **wellbeing**. We expand skill sets, cultivate leadership qualities, and promote engagement, to help every student reach their full potential.

Student Success (Student Experience)

An Innovative Place to Work, Learn and Discover





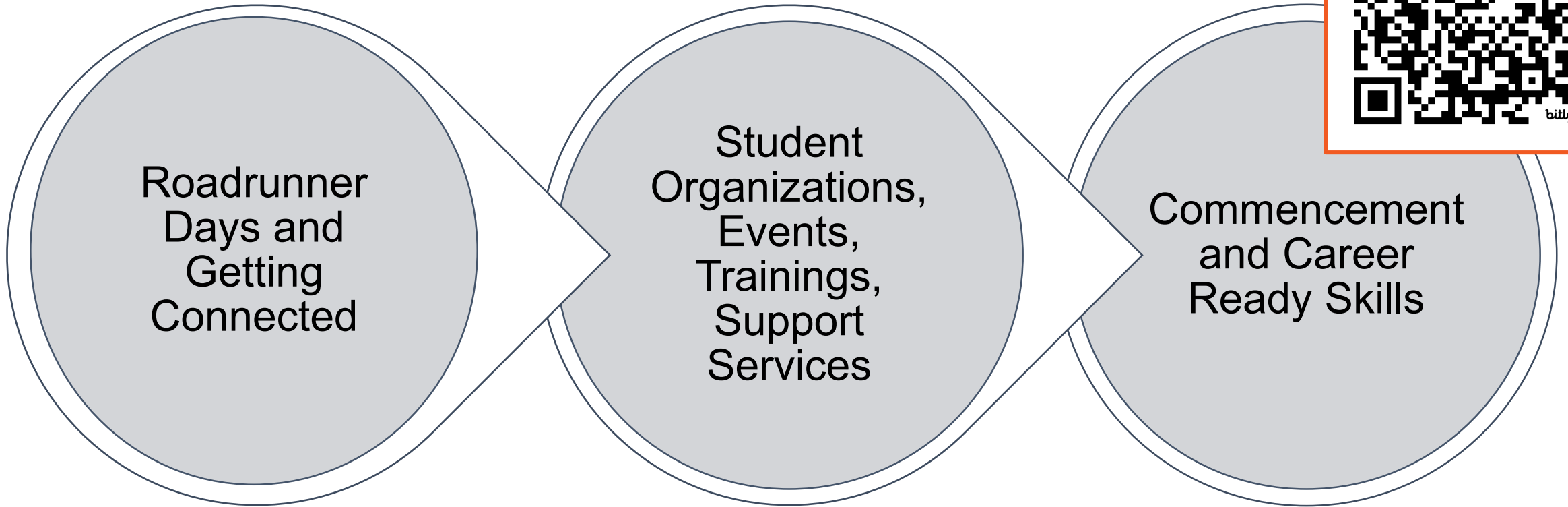
INVOLVEMENT

ADVOCACY

WELLBEING



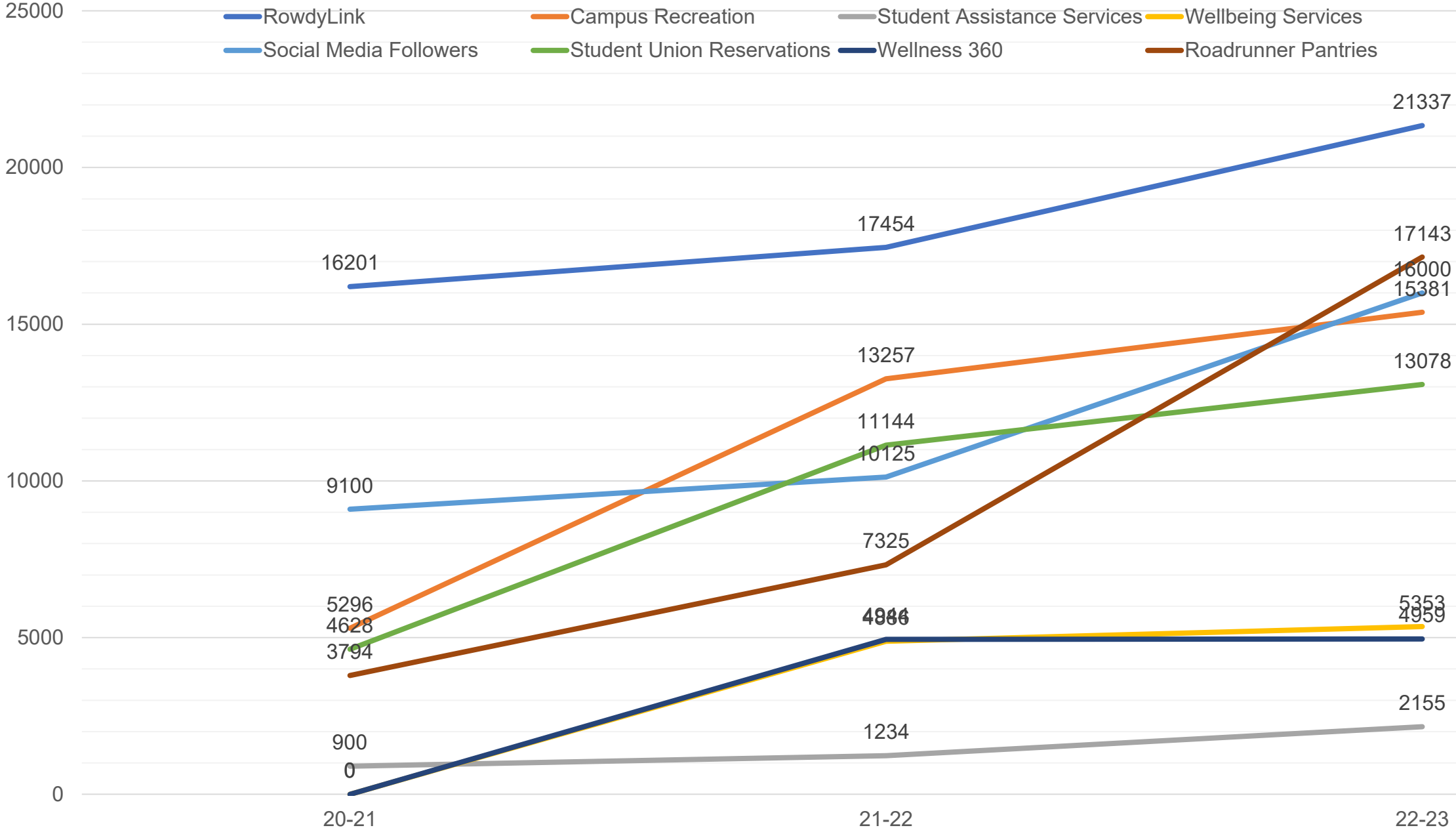
Throughout the Roadrunner Journey



Student Success

An Innovative Place to Work, Learn and Discover

Customer Breakdown



61%

44%

15%

STUDENTS AS CUSTOMERS

Student participation post-pandemic highlights changes to help-seeking behaviors and steady interest in flexible modality for learning and leadership.

Students express interest in curated experiences, large and small, and expect real-time help for navigating barriers.

Opportunities and Challenges

- Continual re-imagining of program/event offerings to meet expectations of ever-changing audiences
- Increased resources needed for event production
- Understanding and responding to barriers to student participation
- Staff time spent in responding to critical incidents and expressive activities

Huron Organizational Analysis

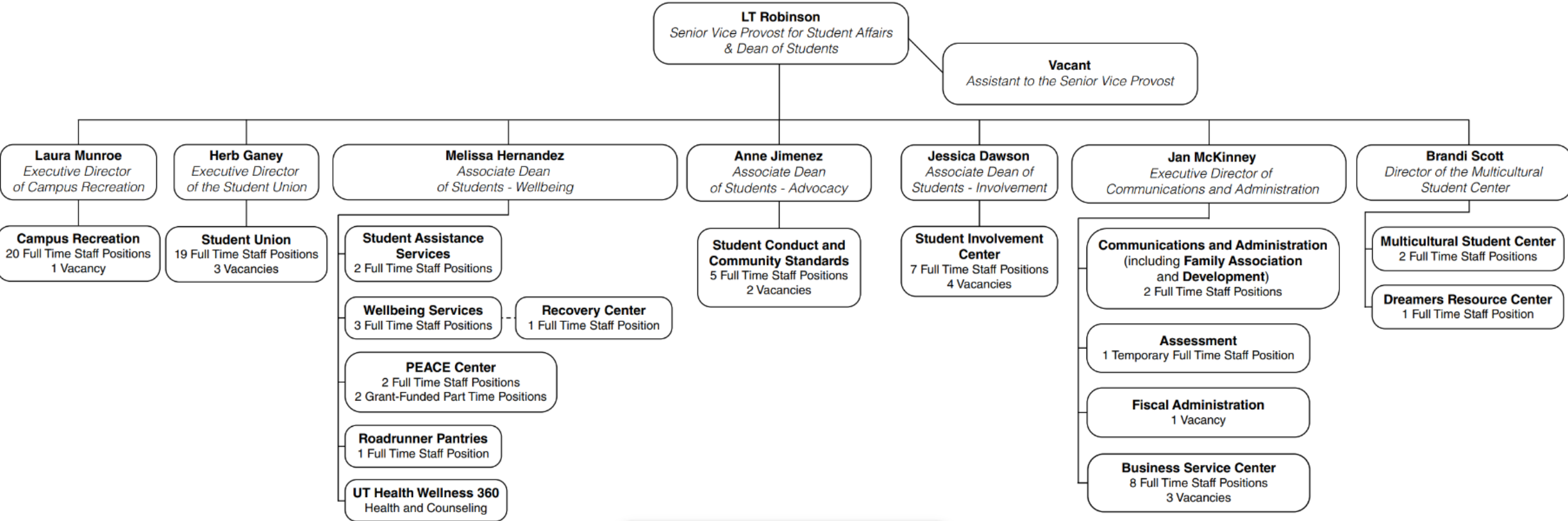
Polarity Management and 4DX





83 Full-time positions
2 Part-time positions

UTSA Student Affairs



Evolving Staffing Structures

83

Total FTE Permanent Positions



14

Expressive Activity Response
Team Members (Additional Duties)

6

Postvention (Additional Duties)

5

Behavioral Intervention Team
(Additional Duties)

19%

FTE Vacancy Rate

475

Total Student Employee Positions

Comprehensive Wellbeing Services

Sexual Violence Prevention, Recovery, Student Assistance Services and Food Pantries

Seamless Involvement

Merged Student Activities and Leadership and Volunteer Services

Business Service Center

Financial and Administrative operations centralized

Roadrunner Days

Developing refined pathways in the student onboarding experience between Orientation and Welcome Week

Day in the Life – Involvement (Program Manager)

Sarah's To Do List

- Día en la Sombrilla is Friday!
- Meet with new student org
- Review risk management plan with volunteers
- Email student orgs
- Pack supplies
- Check RSVPs for officer retreat
- Develop training agenda
- Work on reservations for Roadrunner Days

9:00
a.m.

Expressive Activity
Report to the Sombrilla

4:00
p.m.

Customer steward: Replies to student email and social media inquiries

11:00
a.m.

Activity concluded and **after-action report** needed with individual student follow-up

5:00
p.m.

Training: Facilitate small group leadership training

1:00
p.m.

Back at desk, Sarah realizes that the **front desk** is busy with walk-ins

8:00
p.m.

Event execution: “Time for an event to start! Have to catch up tomorrow!”

2:00
p.m.

Event planning: Risk management walk-thru at the Sombrilla for Dia.

3:00
p.m.

“Time to focus on my to-do list”
When the student org she **advises** walks in to the office.

Challenges and Opportunities

- Time demands of responding to student crisis and postvention
- Emerging legal obligations
- Need for more front-line positions creating more support for student-led organizations and initiatives
- Refined divisional charge for employees with enhanced training opportunities
- Fostering a “no-wrong door approach” with offices in geographic proximity focused on wellbeing, advocacy and involvement



FTE and Ratio of Service

1,077:1

**Student Assistance
Services**

Caseload for Campus
Advocates

143:1

Student Conduct

Number of cases per
caseworker with many
cases having over 50
interactions/documents

4,267:1

**Student
Involvement**

Engaged users of
RowdyLink supported by
SU Events and SIC.

130:1

**Student
Organizations**

Student organizations
supported by the
Student Involvement Center

699:1

**Campus Recreation
Unique Users**

19,447:1

**Campus Recreation
Total Visits**

AY 2022-2023

Challenges and Opportunities

- As student help-seeking behaviors improve, theorize that case-load rises
- Advocacy cases are increasingly complex
- Opportunity to collaborate between departments in response to higher demand for support
- Opportunity to continue use of technology in streamlining work with students
- Involve students in higher level event production and more outreach



Assessment - Wellbeing

NCHA

Reporting receiving mental health services this year

32.1%

UTSA encourages open discussion about student health and wellbeing

61.1%

TIMELY CARE APP

Mental health improvement -Talk Now

87%

Total average visit rating (out of 5)

4.8

SURVEYS

Campus Recreation positively impacted my **physical** wellbeing

89.7%

Campus Recreation positively impacted my **emotional** wellbeing

67.2%

SERVICES

Total Registrations – Timely Care App as of March 2024

1,935

Events and workshops focused on Wellbeing in 22-23

518

Participation in Wellbeing events in 22-23

10,706

Assessment - Advocacy

FOOD PANTRIES

Roadrunners Served in 2023 (number of visits)

21,370

Food distributed in pounds in 2023

88,082

CASES

Student discipline cases in 22-23

429

Student Assistance Services cases

2,155

STUDENT SURVEYS

Graduating students did not know about health prevention and education

11%

Graduating students did not know about academic support services

19%

SERVICES | TRAINING

Key takeaway: Ability to communicate with others and deeper understanding

34%

PEACE (Sexual Violence Prevention) cases

316

Meal shares granted, number of meals in 2023

1,626

Assessment - Involvement

EVENT RATINGS

Average event rating in RowdyLink (out of 5 stars)

4.6

Number of events that tracked attendance in RowdyLink

44%

VOLUNTEER

Approved student service hours in 22-23

13,443

Resulting in a monetary impact of

\$376,427

EVENTS

Student Union Event Reservations in 22-23

13,078

Student Union entries via door counters in 22-23

1.5 mil

ROADRUNNER DAYS

I feel more supported for my success at UTSA – strongly agree and somewhat agree

91%

Key takeaway: I connected with new people

18%

Key takeaway: I learned about a resource/support service

19%

Challenges and Opportunities

- Data is disparate and disconnected
- Limitations in the ability to survey the entire student population and student survey fatigue
- Difficulty receiving feedback on confidential services and barriers for large-scale events
- Continued efforts to align assessment across departments to show impact
- Improve data centralization (data lake)



Key Performance Indicators

Focus on wildly important goals and build competencies in leaders, both employees and students.

Key Performance Indicators



FY24 Wildly Important Goals

1

Fill vacant positions

2

Increase experiential learning opportunities for student employees

3

Align processes for student employee hiring and onboarding

Growth in Participation

Disaggregate academic classification and gap analysis

Increase Utilization

Navigating barriers and identifying proactive systemic solutions



Experiential Learning Opportunities

Learning embedded in large-scale programmatic efforts

Challenges and Opportunities

- Opportunity as employees infuse 4DX practices
- Refined communications strategies provide opportunity for participation growth
- Improve data reporting amidst lack of technical staffing, collaborate on a data lake and/or dashboard
- Opportunity to harness platform data as connections to a compelling dashboard



Benchmarking

- Huron Organizational Analysis
- National College Health Association Reference Group Data
- Timely Care Comparison Data (UT System)
- Scope and Scale Comparison *Texas



Huron Organizational Analysis

Analysis included:

- SWOT analysis
- Strategic themes
- Role clarity
- Decision-making matrix
- Focuses for leadership team
- Budget personnel suggestions

Strategic Themes:

Strategic Plan Integration

Refining KPI and employees seeing work reflected in the institutional Strategic Plan

Budget and Resources

New initiatives with established resources

Front-line Staff

Entry-level staff to execute programs and initiatives

Value Proposition and Identity

Campus outreach in and out of Academic Affairs

Collaboration

Clear expectations needed regarding the philosophy of collaboration within the division.



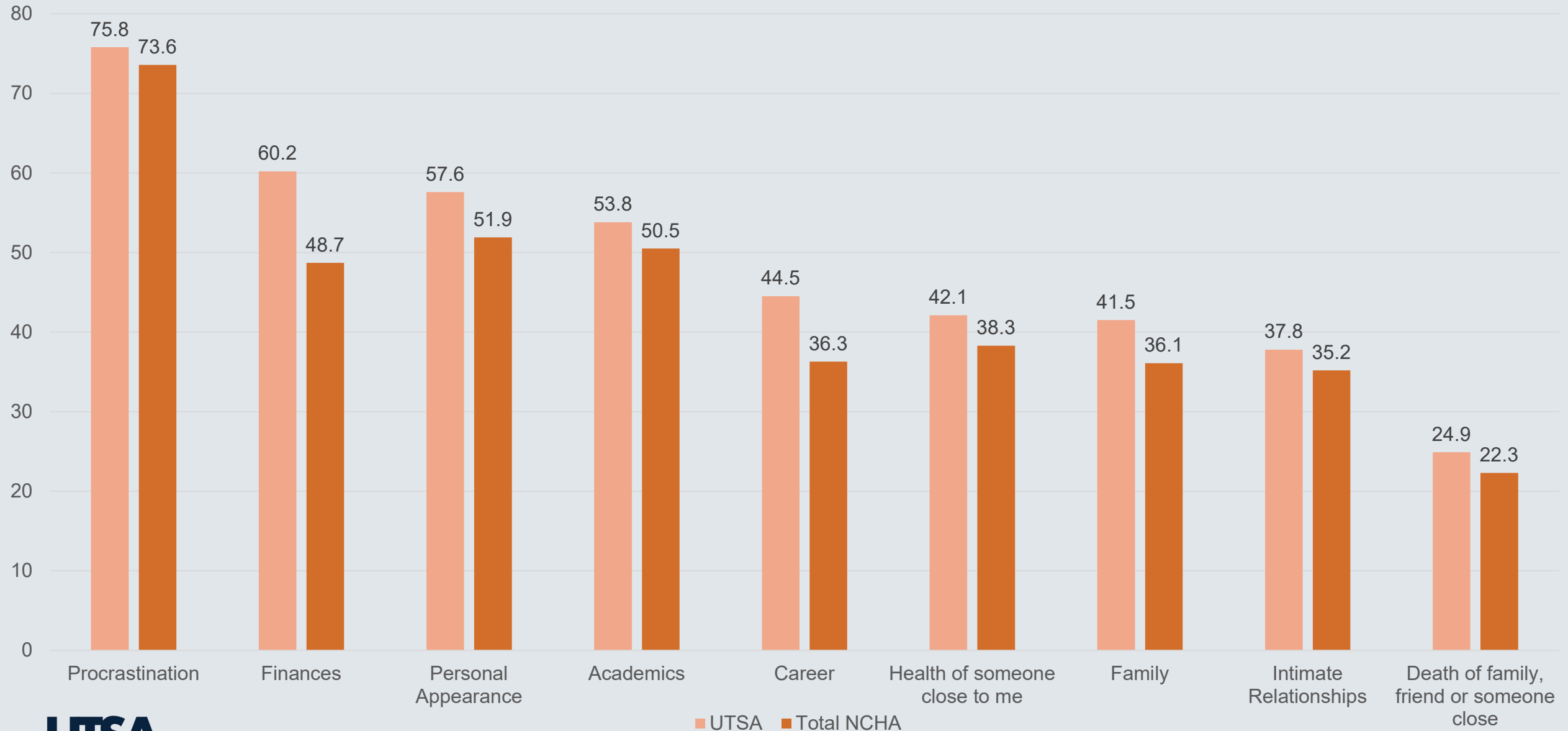
Implementing Recommendations

Hire a strategic budget lead → Director of Fiscal Administration
Front-line staff → Student Involvement Center
Strategic plan integration → Strategic plan refresh inclusion
Identity formation → Refined mission, WIGs, and roadshows

Collaboration → Programming and Communications teams
Role clarity → Refined job descriptions
Decision-making matrix → Professional development
Matrix finalization → Leadership competencies



Top problems or challenges in the last 12 months



Benchmarking Trends

UT System Comparisons

	UTSA 34k students	UT University X 24k students	UT University Y 32k students	University Z 52k students
Registrations	5.7%	2.2%	2.4%	4.0%
Utilization	9.2%	3.5%	5.3%	11.1%

51% of users report they **would have done nothing** if TimelyCare wasn't available

44%

of visits occurring after hours

Benchmarking in Texas

- Institutions polled across Texas with 6 responses
- Scope of departments included in Student Affairs vary across Texas institutions
- Centralized functions (communications, fiscal, assessment) align across responses
- Similarities in large-scale programs including welcome week activities, homecoming and stress reduction activities

\$213.31

Student Services Fee Mean

FY24 Mean across public institutions. By comparison, **UTSA's max is \$213.60** *based on a Texas A&M Central Texas study in 2023

8-25

Number of Departments included in Student Affairs

Institutions that responded have distinct portfolios some include Housing and Residence Life, Career Services, etc.

30-137

Full-time employees

Responses were proportionate to institution size and number of departments included in division.

\$8-45 million

Overall budget

Budgets vary based on composition of the division.

Challenges and Opportunities

- Student Affairs divisions vary greatly across institutions
- Benchmarking efforts center on professional associations providing trends in student prevention and entertainment
- Opportunity to continue work as a thought leader in how student services align in academics and postvention, crisis and expressive activity efforts



Budget Planning

- Organize and align program funding increasing events with greatest impact
- Scale services by reducing operational costs
- Forecast for service additions and innovations (student legal services, off-campus support, Downtown)
- Harness student participation data and logic models to guide expenditures

Director of Fiscal Administration

Created Director of Fiscal Administration position to provide deeper analysis and forecasting

Business Service Center

Launched a BSC with administrative and fiscal duties during FY24

Budget Leadership Team

Division leaders representing different mandatory fees for decision-making and strategy

Alignment with Academic Affairs

Partner with Academic Affairs on forecasting Wellbeing and UHealth Wellness 360

Challenges and Opportunities

- Budgets remain consistent while costs of producing events increases
- Forecasting needs to prepare for growth and future services (off-campus apartments, student legal services, parenting students, etc.)
- Opportunity to organize legacy cost centers to provide clarity
- Investigate sponsorship and giving opportunities to support student needs



Reserves

- Department mid-year adjustment process funds Roadrunner Days
- Commencement rebate from “Flash Photography” cushions increasing costs of Commencement and large-scale traditions





Roadrunner Days

FISCAL YEAR	BUDGET	ACTUAL	INNOVATION
FY22	\$50,000	\$150,107	Event hosts shared costs
FY23	\$50,000	\$109,200	Right-sized large entertainment contracts
FY24	\$50,000	\$150,000 (projected)	Orientation > Roadrunner Days mapping

Commencement | Large Scale Re-Investment

FISCAL YEAR	DEPOSITS	EXPENSES
FY22	\$57,078	\$37,891
FY23	\$62,670	\$34,929
FY24	\$24,116	\$59,437

Current available balance \$146,600
 *May 2024 deposit not yet received



INVOLVEMENT

ADVOCACY

WELLBEING

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



Student Affairs SSF

5-Year Proforma with Projected Revenues and Expenses

Revenues														
Fees														
	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
Student Fees - Mandatory	4,759,354	(8,820)	0%	4,750,534	(1,150,995)	-24%	3,599,539	71,991	2%	3,671,530	73,431	2%	3,744,960	Transfer allocation SSF received from Academic Affairs
Student Fees - Non-Mandatory (Course, Lab, and Optional)		-	-		-	-		-	-		-	-		
(A) Total Fees	\$ 4,759,354	\$ (8,820)	0%	\$ 4,750,534	\$ (1,150,995)	-24%	\$ 3,599,539	\$ 71,991	2%	\$ 3,671,530	\$ 73,431	2%	\$ 3,744,960	
Gifts, Endowment & Other Income														
	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
Gift Contributions for Operations	20,750	(4,141)	-20%	16,609	332	2%	16,941	339	2%	17,280	346	2%	17,625	
Direct Endowment & Other Investment Distribution	7,289	(4,690)	-64%	2,599	5,501	212%	8,100	162	2%	8,262	165	2%	8,427	
Official Occasions - Investment Income Allocations	183,337	(58,337)	-32%	125,000	(51,444)	-41%	73,556	51,444	70%	125,000	-	0%	125,000	Part of the Budget to fund Commencement ceremonies
(B) Total Gifts, Endowment, & Other Income	\$ 211,376	\$ (67,168)	-32%	\$ 144,208	\$ (45,611)	-32%	\$ 98,597	\$ 51,945	53%	\$ 150,542	\$ 511	0%	\$ 151,053	
Other Revenue														
Explain Other Revenue Sources (Insert Additional Lines as needed)	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
Sales & Services		-	-		-	-		-	-		-	-		
Sales & Services		-	-		-	-		-	-		-	-		
Transfers In		-	-		-	-		-	-		-	-		
Transfers In		-	-		-	-		-	-		-	-		
Other Revenue ,io		-	-		-	-		-	-		-	-		
Other Revenue		-	-		-	-		-	-		-	-		
(C) Total Other Revenue	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	
Total Unit Revenue before Strategic Investment Outflow														
	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
(D) Total Unit Revenue before Strategic Investment Outflow (A+B+C)	\$ 4,970,730	\$ (75,988)	-2%	\$ 4,894,742	\$ (1,196,606)	-24%	\$ 3,698,136	\$ 123,936	3%	\$ 3,822,072	\$ 73,941	2%	\$ 3,896,013	
Strategic Investment Fund (SIF) Participation														
Amount transferred out for Strategic Investment Fund Participation	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
Strategic Investment Participation (14%)	-	-	-		-	-		-	-		-	-		
Strategic Investment Participation - Mandatory Fees (5%)	-	-	-		-	-		-	-		-	-		
(E) Total Strategic Investment Fund Participation	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	
Total Unit Revenue														
	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
(F) Total Unit Revenue (D-E)	\$ 4,970,730	\$ (75,988)	-2%	\$ 4,894,742	\$ (1,196,606)	-24%	\$ 3,698,136	\$ 123,936	3%	\$ 3,822,072	\$ 73,941	2%	\$ 3,896,013	

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

Expenses														
Support Unit Expense Allocation														
<i>Amount transferred out for Support Unit Expense Allocations</i>	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
Academic Support Unit	-	-	-		-	-		-	-		-	-		
Administrative Support Unit	-	-	-		-	-		-	-		-	-		
(G) Total Support Unit Expense Allocation	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	
Direct Personnel Expenses														
<i>Personnel Expenses</i>	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
Faculty Salary	-	-	-	-	-	-		-	-		-	-		
A&P and Classified Salary	2,040,258		0%	1,673,051	(53,396)	-3%	1,619,655	32,393	2%	1,652,048	33,041	2%	1,685,089	
Wages or Hourly Salary	133,790		0%	142,255	(67,994)	-48%	74,261	1,485	2%	75,746	1,515	2%	77,261	
Benefits	661,117		0%	565,877	(227,094)	-40%	338,783	6,776	2%	345,559	6,911	2%	352,470	
(H) Total Direct Personnel Expenses	\$ 2,835,165	\$ -	0%	\$ 2,381,183	\$ (348,484)	-15%	\$ 2,032,699	\$ 40,654	2%	\$ 2,073,353	\$ 41,467	2%	\$ 2,114,820	
Direct Non-Personnel Expenses														
<i>Non-Personnel Expenses (Insert Additional Lines as needed)</i>	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	Assumptions
M&O Budget	1,207,632	(192,670)	-16%	1,014,962	(13,083)	-1%	1,001,879	20,038	2%	1,021,917	20,438	2%	1,042,355	
Utilities	-	-	-	-	-	-		-	-		-	-		
Provisions for Facility Renewal & Deferred Maintenance	-	-	-	-	-	-		-	-		-	-		
Mandatory Transfers Out (Debt Service)	-	-	-	-	-	-		-	-		-	-		
Other Transfers Out (Explain)	-	-	-	-	-	-		-	-		-	-		
Other (Explain)	-	-	-	-	-	-		-	-		-	-		
(I) Total Direct Non-Personnel Expenses	\$ 1,207,632	\$ (192,670)	-16%	\$ 1,014,962	\$ (13,083)	-1%	\$ 1,001,879	\$ 20,038	2%	\$ 1,021,917	\$ 20,438	2%	\$ 1,042,355	
Total Unit Expenses (Including Support Unit Expense Allocation)														
	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	
(J) Total Unit Expenses and Support Unit Expense Allocation (G+H+I)	\$ 4,042,797	\$ (192,670)	-5%	\$ 3,396,145	\$ (361,567)	-11%	\$ 3,034,578	\$ 60,692	2%	\$ 3,095,270	\$ 61,905	2%	\$ 3,157,175	
Operating Margin														
	FY 2022 Actuals	\$ Change	% Change	FY 2023 Actuals	\$ Change	% Change	FY 2024 Projection	\$ Change	% Change	FY 2025 Projection	\$ Change	% Change	FY 2026 Projection	
(K) Total Operating Margin (F-J)	\$ 927,934	\$ 116,682	13%	\$ 1,498,597	\$ (835,039)	-56%	\$ 663,558	\$ 63,244	10%	\$ 726,802	\$ 12,036	2%	\$ 738,838	



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

Name of Unit: Student Affairs College / Division: Academic Affairs
 Contact Name: LT Robinson | Jan McKinney Phone/Email: lt.robinson@utsa.edu

Type of Unit:

Academic Support Unit <input checked="" type="checkbox"/>	Auxiliary Unit <input type="checkbox"/>
Administrative Support Unit <input type="checkbox"/>	

REQUIRED DOCUMENTS:

FIRST SUBMITTAL -

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

Challenges / Opportunities <input checked="" type="checkbox"/> Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus	Key Performance Indicators / Benchmarks / Comparisons <input checked="" type="checkbox"/> Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations
Budget / Actual Financial Data <input checked="" type="checkbox"/> 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 <input checked="" type="checkbox"/> 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) :

PowerPoint presentation outlining all of the information categories above

Routing and Approvals:

Unit Director / AVP Signature:	DocuSigned by: <u>Jan McKinney</u> <small>C4087EB920AC441</small>	Date:	04/16/2024 10:21 AM CDT
Printed Name:	Jan McKinney		
Dean / VP Approval Signature:	DocuSigned by: <u>LaTonya Robinson</u> <small>9830D5C8CFE435...</small>	Date:	04/16/2024 9:17 AM PDT
Printed Name:	LT Robinson		

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