FY2024 Operational Review Committee Final Report

Unit Reviewed:	University Relations
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

University Relations describes itself as the "eyes, ears, and voice," of the university community, with the express goals of establishing partnerships on behalf of the university, communicating the university's goals and vision to the community, and influencing public perception of the university. University Relations describes itself as the point of contact between the university and its state and local community.

The unit identified various strategies to promote or advance UTSA's priorities, including student success, research, and innovation. It aims to advocate for UTSA's initiatives and protect its reputation through interactions with local government and monitoring the university's public perception. A notable initiative to better align internal processes with the university's strategic objectives is the planned overhaul of UTSA Today. This effort will allow for the expansion of news content sections, directly improving how the university communicates its achievements, updates, and news both internally and externally. While the unit also emphasizes relations with local and state government, specifically mentioning the creation and maintenance of relationships with elected officials, the presentation provided general insights without delving deeply into specific activities or outcomes in this area. This approach underscores the unit's multifaceted strategy to enhance UTSA's visibility and impact within the community and beyond.

Specific examples were provided to show successes, including the activities of the Westside Community Center during the COVID pandemic, which provided digital literacy instruction to community members. The Westside Community Center also helps with tax advice for the community and provided approximately 250 local families support in getting a title to their

home. Additionally, the Westside Community Center has become a crucial resource for local residents. This center not only provides technology access and services but has also hosted small business development advisor sessions, demonstrating UTSA's commitment to community engagement.

Some aspects of the unit's activities were described in greater detail than others. While University Relations communicated its connections to the local community, government, and various divisions within the university, there were few if any mentions of UTSA students. It was recognized that word of mouth is an important driver of UTSA's visibility, so it stands to reason that directing some energy towards interactions with and connections to current and former students would be valuable.

The unit highlighted an initiative designed to expand UTSA's reach and maximize its recognition on both regional and national levels. This strategy encompasses the development of a video asset library, intended to aid campus marketing and communication efforts. Additionally, the initiative includes digitizing the Sombrilla magazine, a move aimed at reducing printing costs while simultaneously strengthening UTSA's digital presence.

Organization

In her presentation, Vice President for University Relations, Teresa Nino, provided a comprehensive overview of the University Relations Division, highlighting its organizational structure and its various roles. The organizational chart identified four operational areas comprising the division, (Community and Local Government Relations; State Government Relations; Marketing & Special Projects; and Strategic Communications) along with details regarding the number of positions, vacancies, and functions within each area.

University Relations employs a hub and spoke model, engaging various departments across campus to bolster the University's reputation. Campus partners include Enrollment Marketing, Business Affairs, Libraries/ITC, Athletics, College Communicators, Student Affairs, Development & Alumni Relations, and Research. Specifically, University Relations' Strategic Communications and Marketing & Special Projects teams serve as primary collaborators with campus partners to support storytelling, event management, advertising, etc. with the goal of protecting and elevating UTSA's reputation and influence, both internally and externally.

The Westside Community Center, a pivotal component of University Relations' Community and Local Government Relations unit, serves as a conduit to San Antonio's Westside neighborhoods. By partnering with local organizations, civic leaders, and businesses, the center develops services tailored to the Westside community's needs. These services include computer and technology access, community events, small business development advising sessions, and more.

Additionally, University Relations endeavors to expand UTSA's reach and enhance its regional and national recognition. Acting as a frontline connector and trusted partner for external engagement, University Relations positions the University as a model institution. As a testament to these efforts, UTSA's Westside Community Center was honored with a W.K. Kellogg Foundation Community Engagement

Operations

University Relations is a small division that is well-structured to achieve its mission. The team members are responsible for different aspects of the organization, including local community and government relations, state government relations, marketing and special projects, and strategic communication. To fulfill their mission with a small staff, they use a hub and spoke model to connect to multiple parts of the university in a decentralized environment.

The division has four priorities; expand UTSA's reach and recognition both regionally and nationally, prioritize the unit's internal infrastructure to support UTSA's goals, serve UTSA is its frontline connector and partner for external engagement, and lead UTSA's San Antonio integration establishing UTSA as a model for others.

Several committee members felt that there needed to be an increased awareness on campus of how to engage with University Relations. They believed that this could be accomplished by enhancing internal communications and clarifying services. Additionally, it is important to increase partnerships with faculty to provide engaged learning opportunities.

Finance

Overall, University Relations demonstrated a solid understanding of its financial picture and how its budget aligns with UTSA priorities. They understand how it may decrease in the future and are planning accordingly, although the use of reserves makes it harder to gather a complete picture and may create strain on the division in the near future.

University Relations noted that they spend less than other local institutions on advertising, yet achieve comparatively positive results. While the committee applauds this effort, concern was expressed by some members that not enough information was provided to know how well they are prioritizing spending.

The presentation suggested they are using the reserve for reasonable items; however, the use of the reserves was somewhat confusing, even after a question was asked to try to sort that out. For example, the committee would like greater clarity regarding how the ending balance for reserves was higher than the beginning balance in 2022 despite "funds utilized" that were 10x what was in the reserve.

As the university continues to expand and ask more of University Relations, it may be necessary to look at adding additional funding to increase staff.

Assessment

We would like to thank University Relations for providing a strong, informative, and thorough presentation. They clearly told their story describing their operation and its connection to UTSA's strategic goals.

University Relations provided the committee with evidence that their core values are clearly stated and their mission aligns well with the University's goals for student success, strategic growth, and innovative excellence. Their commitment to being a key collaborator and a source of innovative ideas and strategic implementation strongly backs UTSA's overarching mission and its aspirations for long-term achievement.

Overall, University Relations appears to be meeting its obligations in collecting, tracking, and analyzing information to inform policies, procedures, and decision-making. While they communicated their substantial connections to the local community, government, and various divisions within the university, there were few if any mentions of UTSA students. Although the University's overall positivity and visibility were discussed, there were few references to whether or how University Relations uses its mandate in marketing and local connections to proactively further particular initiatives or goals within the University (i.e. university research, educational objectives, student success initiatives, etc.). Finally, while relations with local and state government were mentioned repeatedly, there was little to no specific information about these activities provided beyond a quick mention of maintaining relationships.

Members of the committee assessed the unit's presentation favorably, with an average overall score of 20.7 out of 25 (or 78%). The unit was most highly scored for their presentation of general information, their story, and alignment with university goals. While still favorable, the committee provided lower scores for the unit's use of KPI's, benchmarks, and surveys.

Regarding the KPI's, benchmarks, and surveys, committee members noted that University Relations was actively monitoring positivity sentiments and media ratings. They also monitor website views, social media followers as well as UTSA's overall visibility. Benchmarking has been performed in measuring the University's visibility and perception over the past five years. Most of these trends are positive and show improvements. However, some committee members noted that they would have liked to have seen metrics related to enrollments, giving, and attendance at intercollegiate athletics and extracurricular events.

Many of the performance indicators spoke to the visibility and positivity of UTSA as a whole, but not how University Relations, in particular, has contributed to change in these metrics. The committee suggests that the unit provide data from the time before University Relations was created versus afterwards to better show their impact.

While the committee commends University Relations for providing examples of the work they perform in support of the advancement of the university with a small staff and substantial and varying responsibilities, some members of the committee expressed concern that the financial information provided was relatively weak, given the ORC responsibility relative to the IRM budget system.

University Relations provided a well-articulated presentation. Their narrative gave the committee a good sense of the complexity and breath of their activities across UTSA's campuses, the local community, government, and various stakeholders within the university the com. We commend University Relations for their well-crafted and informative presentation.

SECTION 1

The University Relations Story

Background
A Young Division With a Bumpy Start

COVID/Remote Operations

August
Westside Community
Centers Opens

February
Mary Diaz named permanent
Vice President

2019   **2020**   **2021**   **2022**

May
Division Formed & Interim
Vice President Appointed
(Mary Diaz in dual role with
President's Chief of Staff)

May
Mary Diaz retires
Rod McSherry appointed
interim Vice President

June
Teresa Niño appointed
permanent Vice President
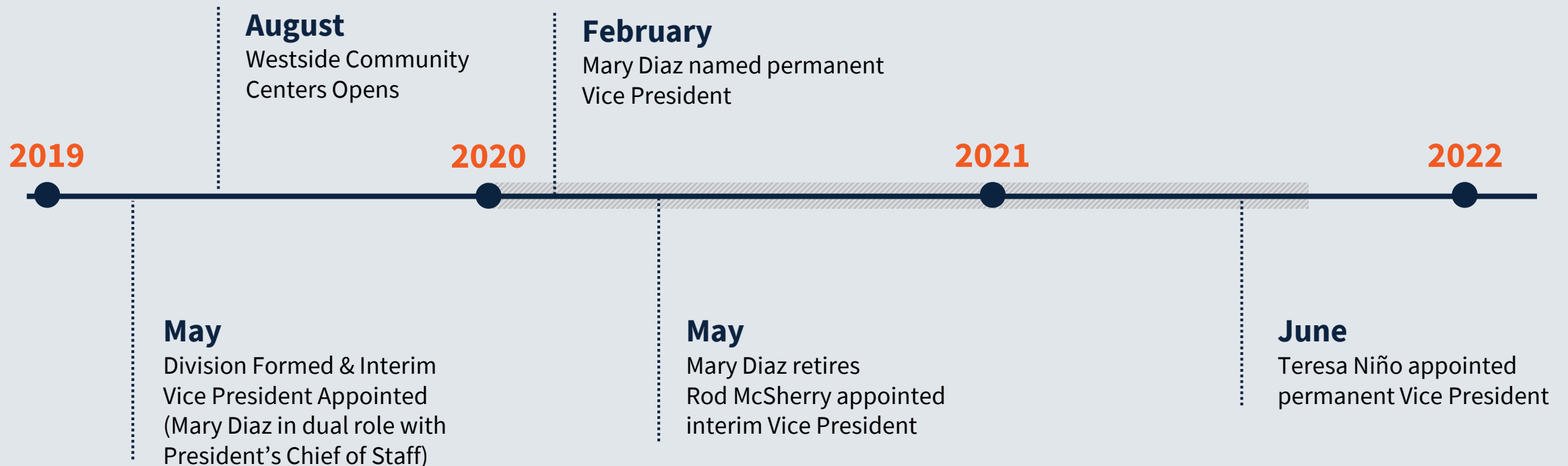
UTSA

Who We Are

Vision
To be a valuable partner, communicator, and influencer, providing stakeholders with information that helps advance UTSA's mission and long-term success.

Mission
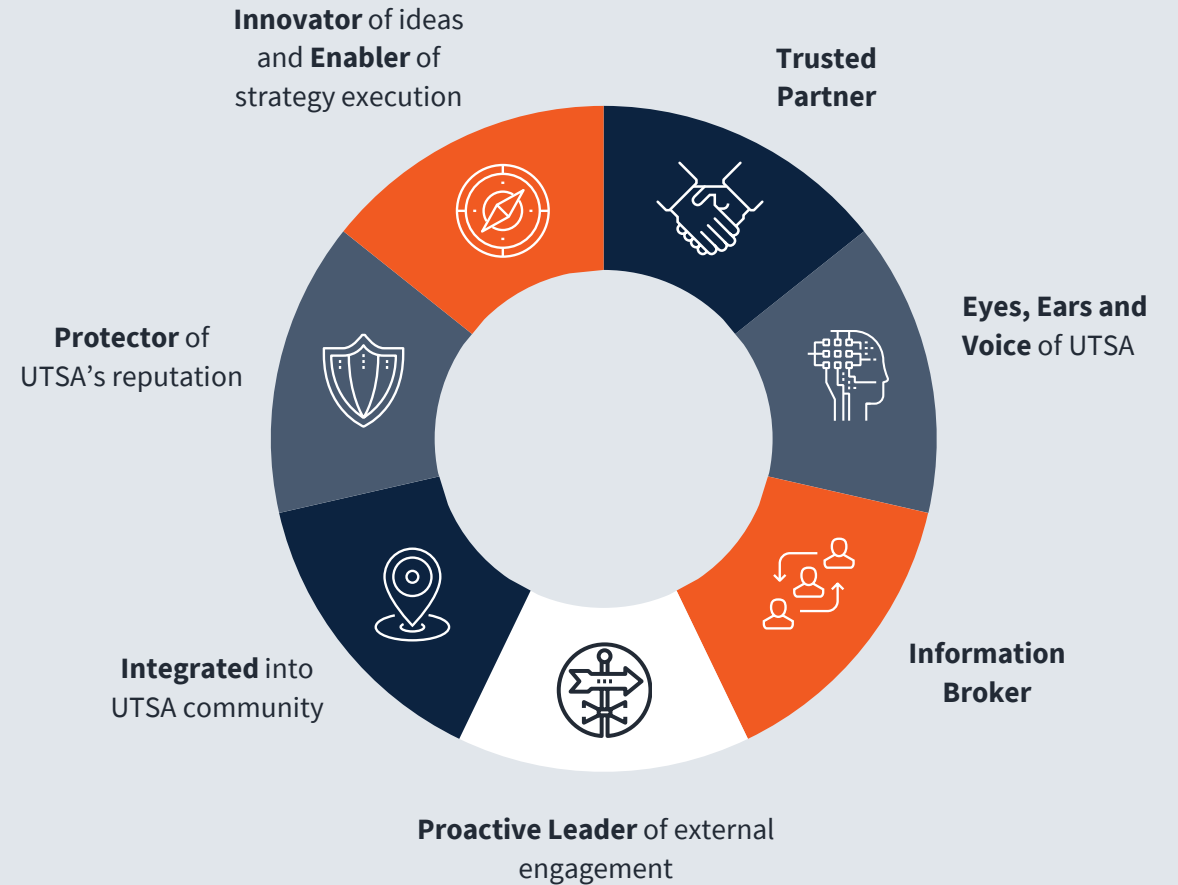University Relations is dedicated to serving as an innovator of ideas and enabler of strategy execution that works as a trusted partner with other university divisions. We serve as the eyes, ears, and voice of the university community, which helps inform our role as protectors and advocates of UTSA's reputation.

Stakeholders
Internal UTSA community, local San Antonio community, elected officials on all levels, news media, university supporters, general public.

Innovator of ideas and **Enabler** of strategy execution

Trusted Partner

Eyes, Ears and Voice of UTSA

Protector of UTSA's reputation

Information Broker

Integrated into UTSA community

Proactive Leader of external engagement

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Priorities

Model for Student Success

Great Public Research University

Innovative Place to Work, Learn, Discover

1 Expand our reach and maximize regional and national recognition of UTSA

2 Prioritize our internal infrastructure to support achievement of UTSA's goals
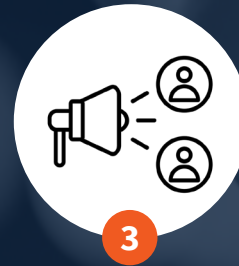
3 Serve as UTSA's leader, frontline connector, and trusted partner for external engagement
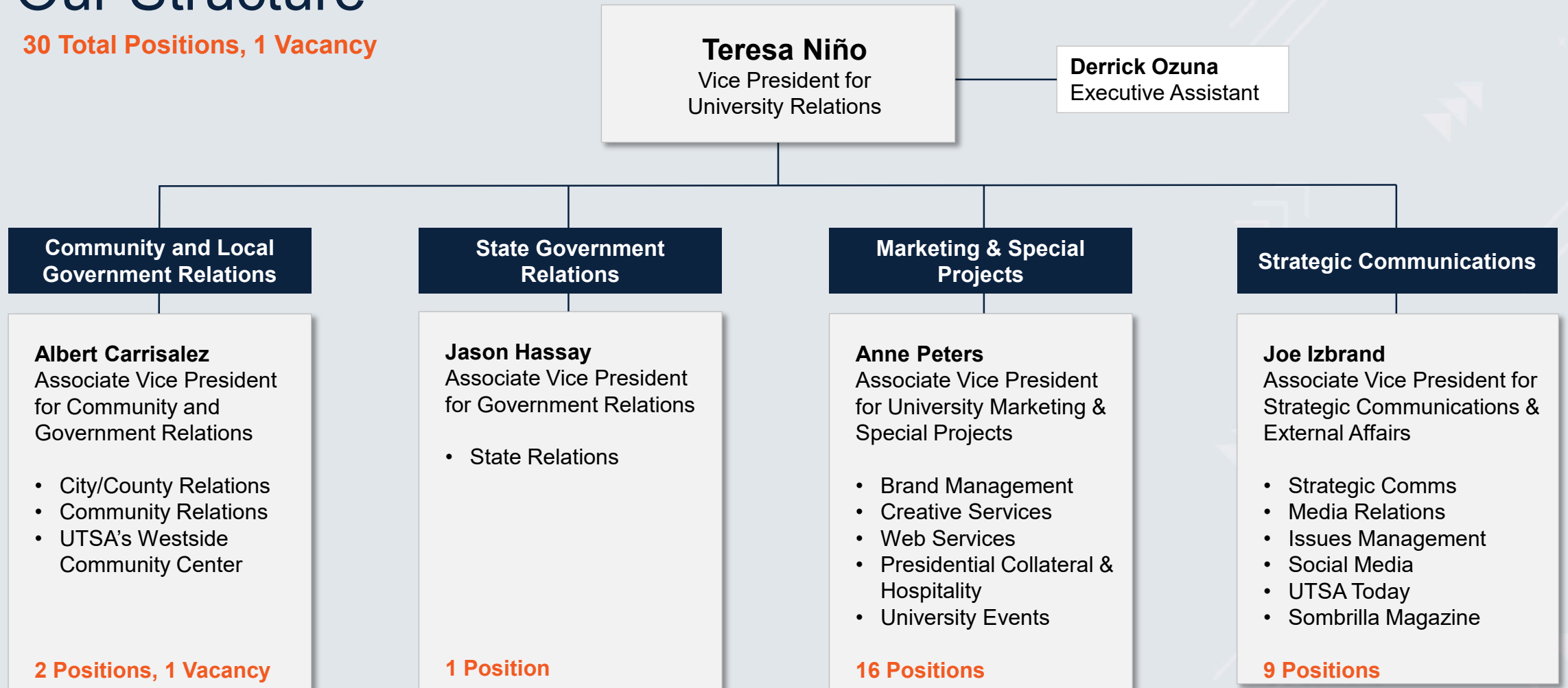
4 Lead UTSA's San Antonio integration, establishing ourselves as a model for others
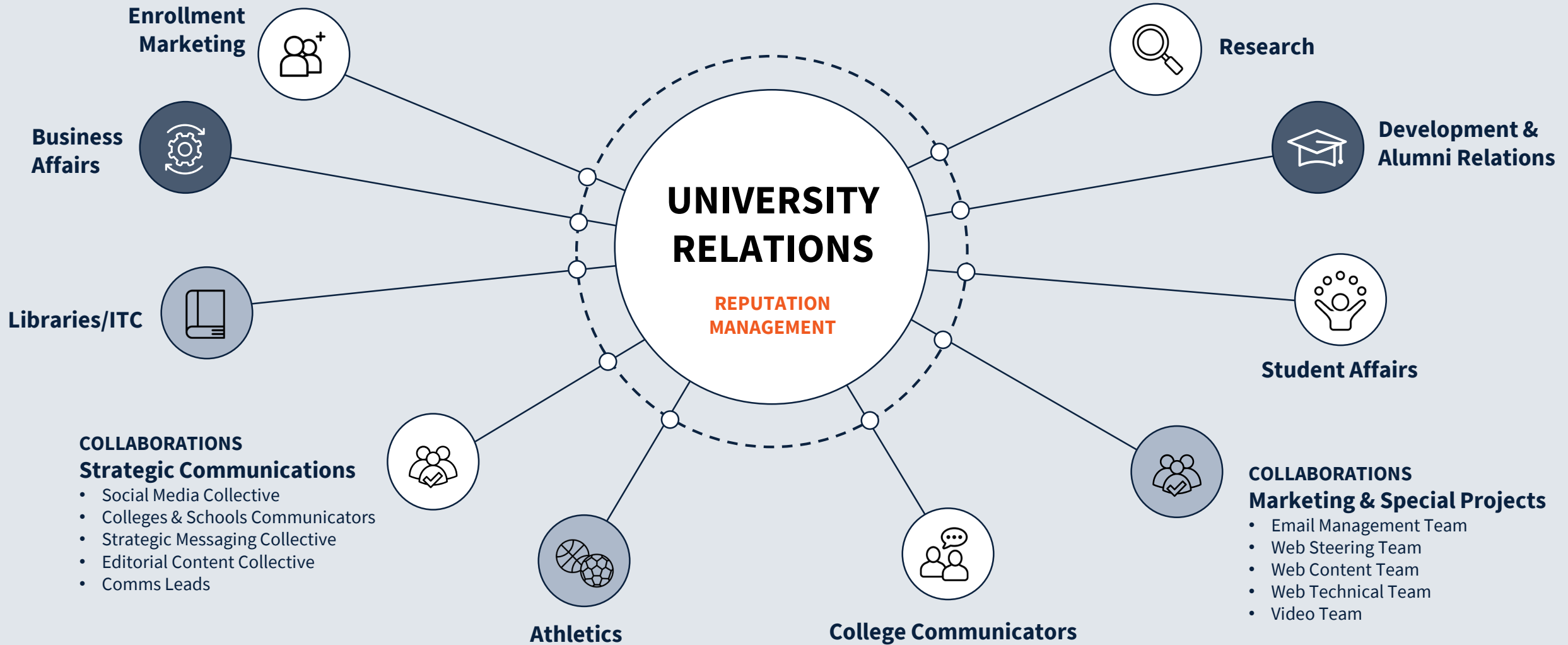
SECTION 2

Organization & Staffing

Our Structure

30 Total Positions, 1 Vacancy

Teresa Niño
Vice President for
University Relations

Derrick Ozuna
Executive Assistant

Community and Local Government Relations

Albert Carrisalez
Associate Vice President for Community and Government Relations

- City/County Relations
- Community Relations
- UTSA's Westside Community Center

2 Positions, 1 Vacancy

State Government Relations

Jason Hassay
Associate Vice President for Government Relations

- State Relations

1 Position

Marketing & Special Projects

Anne Peters
Associate Vice President for University Marketing & Special Projects

- Brand Management
- Creative Services
- Web Services
- Presidential Collateral & Hospitality
- University Events

16 Positions

Strategic Communications

Joe Izbrand
Associate Vice President for Strategic Communications & External Affairs

- Strategic Comms
- Media Relations
- Issues Management
- Social Media
- UTSA Today
- Sombrilla Magazine

9 Positions

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Example of Hub and Spoke Model

Campus Wide Support by University Marketing & Special Projects | Sep 2023 – Feb 2024

9

DIVISIONS ASSISTED

University Relations has provided direct support to every Vice Presidential division within the university.

We consistently use our people and funding resources to help other divisions meet their goals

76

PROJECTS SUPPORTED

In Areas Including:
- Advertising
- Copy Writing
- Design
- Event Management
- Project Coordination
- Photography
- Videography
- Web

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Community Relations

Westside Community Center

2019	**Westside Community Center Opens**

UTSA's Downtown Campus sits at the gateway to San Antonio's near Westside neighborhoods. University Relations staff works with organizations, civic and business leaders to develop services that benefit this community.

Center Services
- Computer and technology access
- Small group meeting space
- Focus groups/feedback sessions
- Trainings and workshops
- Community events and exhibits
- Small Business Development Advisor sessions

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Community Relations

Partnerships and Awards

Westside Community Partnerships
An initiative meant to improve the lives of families living in San Antonio's Westside by helping residents tackle challenges. Recent projects include:
- Digital Inclusion Ambassadors
- Shotgun Housing Renovation
- Small Contractor Training
- Estate Planning; Property Tax Evaluations;
- Housing Title Searches

Institute of Texan Cultures Centennial 2068
Engaged with community leaders and elected officials to explain our visioning process, answer their questions, address the concerns of their constituencies.

Experiential Learning for Student Success
Students at the Westside Community Center helped local residents with digital needs, as well as conducted surveys in the neighborhood.

Carnegie Community Engagement Reclassification
Similar to UTSA's Tier One research status, Carnegie also has a classification for community engagement, for which we are reapplying.

UTSA's Westside Community Center receives a W. K. Kellogg Foundation Community Engagement Scholarship Award in 2022

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Opportunities & Challenges

University Relations partnered with Huron Consulting Group from July to October 2023 to develop a strategic plan. Huron met individually with 21 stakeholders from the UTSA community for interviews and shared a survey with members of the University Leadership Council.

ONE DELIVERABLE WAS A STRENGTHS AND OPPORTUNITIES ASSESSMENT

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Strengths

University Relations

People & Skillset	External Impact
• Highly skilled and passionate about the work • Benefit from a diverse set of backgrounds and experiences • Collaborative despite recency of division formation • Work produced is of high quality • Strong marketing, events, communications and government relations functions • Always willing to partner with divisions despite bandwidth	• UTSA's recognition, reputation and community trust is growing due, in part, to University Relations efforts • Has connections and access to influencers – government officials, media and community leaders • Understands and deploys tailored strategies for the university's many constituencies

Challenges & Opportunities

University Relations

As Reported by University Relations	As Reported by External Interviewees
• Perception that we are viewed as a support unit by other divisions	• Further embrace leadership of areas under its purview and develop relationships with staff of all levels across the university
• Budget, staffing and resources face constraints – team is "surviving" and often reactive instead of proactively developing strategy	• Divisions do not have clarity on the services provided
• Inability to identify and build relationships for the future due to unclear/shifting long-term priorities at the institutional level	• Perception there is an internal disconnect among departments
• Changes in elected officials result in shifting priorities and time spent re-educating new leaders instead of cultivating relationships	• University Relations staff has limited bandwidth
• Divisions do not recognize opportunities to utilize University Relations, or the materials produced, to their benefit	• Community Relations' efforts and priorities not well defined or understood
	• Information can be filtered to divisions more thoughtfully

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External Factors

Increasing competition within Texas and nationally for students; the demographic cliff	
Turnover of local elected officials and therefore constantly changing interests	**Changing perceptions** of higher education and value of college degree
Political landscape (national elections, DEI)	**Shifting value** of marketing and communications, such as social media

Key Performance Indicators
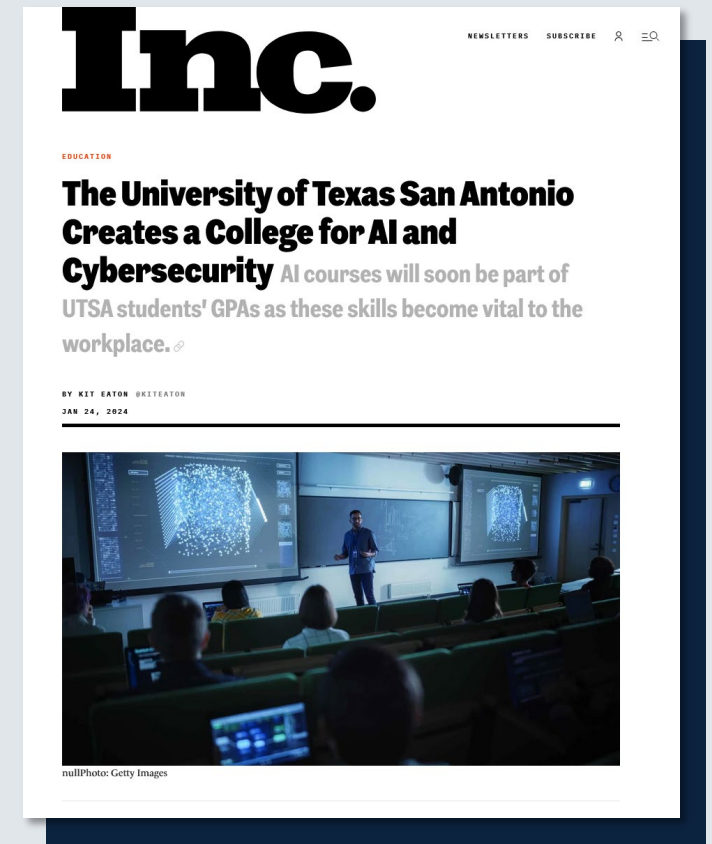
Media Relations

95%   **OF ALL NEWS STORIES ABOUT UTSA CONVEY A POSITIVE SENTIMENT**

Over 4,500 UTSA Stories Each Year
- 35% local, 15% regional, 35% national, 8% international, 7% undefined
- 60% print/digital, 25% television, 15% radio
- 45% aligned to strategic initiatives, 30% expert sources/academic expertise, 10% operational/institutional, 13% other, 2% reputational/issues/reactive

Measurement/Benchmarks
- Total national/regional/local placements
- Impressions/AVE
- Story sentiment and message pull-through
- Benchmarking/Peer comparisons (UT System Daily News report)

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NEWSLETTERS   SUBSCRIBE

EDUCATION

The University of Texas San Antonio Creates a College for AI and Cybersecurity
AI courses will soon be part of UTSA students' GPAs as these skills become vital to the workplace.

BY KIT EATON @KITEATON
JAN 24, 2024

nullPhoto: Getty Images
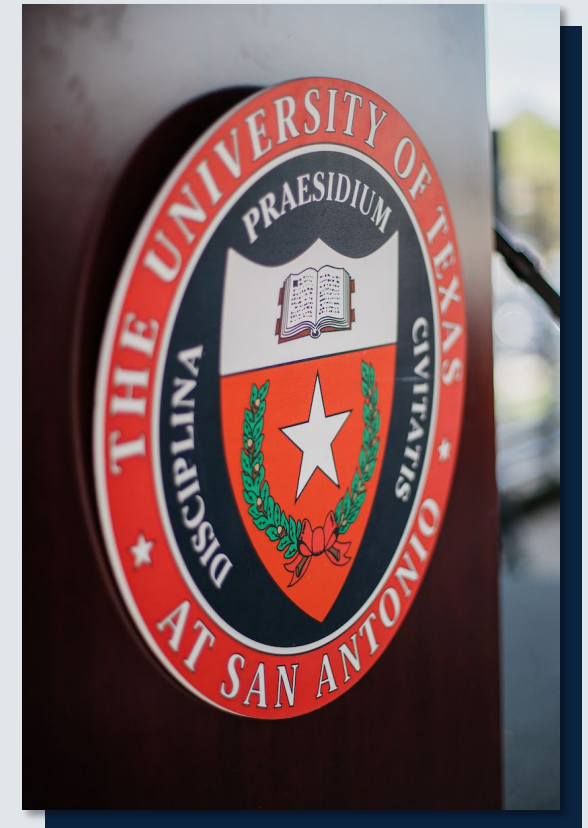
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Media Relations

40% | **OF MEDIA RELATIONS TIME INVOLVES ISSUES MANAGEMENT**

Recent Topics
- DEI/SB17 Impact
- On Campus Protests & Freedom of Expression
- Wi-Fi Problems
- Housing Issues
- Severe Weather Communications

Benchmarks for Negative News Coverage Mitigation
- Killing the Story – Item not newsworthy
- Neutralizing - Our point of view weighed equally
- Alternative Placement - Item not newsworthy but here's a good story to tell
- Proactively De-Positioning – Maintaining release-ready positive news that can be pitched following negative news to impact algorithms

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Internal News

2023	UTSA TODAY RECEIVES SIF GRANT TO EXPAND NEWS CONTENT

Nearly 1M Annual Views of UTSA Today Articles
- ~500 stories produced each year
- 80% aligned to strategic initiatives, 18% to institutional announcements
- UTSA Today is complemented by the distribution of weekly news clippings and reports to leadership, faculty and staff and through UTSA This Week, which shares campus operational announcements and highlights major news on strategic priorities

Measurement/Benchmarks
- Overall year-to-year readership trends from Google Analytics 4
- Individual Story Views (popular themes influence future themed articles/series)
- Regular reviews of peer publications, to ensure that our content is aligned with the big issues currently impacting higher education; these papers can also be useful resource for story ideas and new ways to present that content.

UTSA Today

Search

Monday, February 19, 2024

News Archive | UTSA Media | Sombrilla Magazine | 50th Anniversary | Social Media | For the Med

Undergraduate research opportunities lead to life abroad for UTSA Top Scholar couple

DESTINATION UTSA
Conversations with the nation's most competitive students and faculty, and why they chose UTSA.

FEBRUARY 19, 2024 — *Editor's note: This article is part of a yearlong series highlighting the stories and successes of past and present UTSA Top Scholars to celebrate the 10th anniversary of the program.*

The transformative learning opportunities offered by UTSA and its Top Scholar program helped **Amber Chin** '21 and **Kurt Johnson** '21 make the most of their time as Roadrunners. The duo collectively worked in six different research laboratories and traveled to places like Spain, Portugal and Germany while they studied abroad.

Amber Chin and Kurt Johnson during their wedding last fall.

Chin, a double major in psychology and English, was introduced to research her freshman year when she joined two UTSA laboratories as a research assistant. The labs offered her a cross-disciplinary experience where she learned programming languages and computer science techniques and applied them to research about social psychology, political science and political discourse.

"At that time, computer science was like a means to an end. The data that I was working with was best handled by using computer science methods, so I had to learn how to code," Chin said. "We also did some work looking at digital incivility on social media — like how politicians argue, and whether it's effective at getting them attention — so that's where I got into social media scraping and natural language processing, and started learning other technical skills."

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Social Media

425K Social Media Followers
- 91,967 on Facebook, 88,785 on X, 66,278 on Instagram
- Facebook targets parents/prospective students, X targets broader external audiences; Instagram targets students; LinkedIn targets alumni and community
- Content: 50% strategic initiatives, 25% institutional operations, 25% entertainment
- 1,483% above the industry average in engagement

Measurement/Benchmarks
- Engagement, Engagement Rate, Impressions, Follower Growth
- Sprout Social - Tracks performance compared to competitors/industry
- Competitors/Peers - Florida International University, University of Houston
- Rival IQ - Tracks engagement performance among D1 institutions and releases annual rankings

UTSA ✔ @UTSA · 3h

Spring Career Expos are coming up! Have you RSVP'd yet? 👀

STEM Career Expo
February 20, 2–6 p.m.
H-E-B Student Union Ballroom

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Publications

Sombrilla Magazine Produced Twice Annually
- 100,000 print magazines distributed per issue: 40% to alumni; 30% to current/prospective donors; 20% to business and community leaders, policy makers; 5% to peer institution leaders and research partners; 5% to campus community
- Content strategy aligned with university strategic priorities with emphasis on research excellence, student social mobility, faculty innovation
- Online edition expands access to growing alumni base

Measurement/Benchmarks
- Print Distribution Quantity
- Views, Session Duration, Demographics
- Baseline data on initial electronic marketing efforts: email open rates
- Semiannual qualitative competitive analysis of print and digital peer institutions

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Brand Development

Tracking Changing Perceptions of UTSA

Annual Perception Surveys

University Marketing conducts two marketplace perception surveys each year to gauge UTSA's brand performance over time. These surveys have been conduced for three consecutive years, providing trend data used for strategic planning.

- **Spring** survey targets key state markets (Austin, Dallas, Houston, Rio Grande Valley)
- **Fall** survey targets the San Antonio market

Additional Recent Market Research Studies

- Competitor Institutions Brand Analysis
- Visual Brand Identity Study
- Geographic Analysis of Students, Alumni, Donors

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Measuring Perception Changes Over Time

Question

Please rate UTSA on the following characteristics.
[1-Very Poor to 5-Very Good]

Analysis

Perceptions of UTSA are stronger on national reputation and athletics but weaker on diversity, job outcomes, preparing students for high-demand fields.

Attribute	2022	2023
Offers strong value (i.e., good quality for the price paid)	4.13	4.26
Has a strong reputation outside of Texas	3.85	**4.20**
Conducts high-level research that leads to new discoveries	3.97	4.18
Drives local economic development	*	4.16
Has competitive athletics that excite the local and state community	3.90	**4.16**
Drives social mobility	*	4.14
Offers affordable access to a college education	4.09	4.12
Serves a diverse group of students	4.25	**4.03**
Successfully prepares students to get good jobs	4.21	**3.89**
Prepares students to work in high-demand fields	4.10	**3.89**

* Indicates an attribute not asked in the 2022 survey

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San Antonio Marketplace Annual Survey 2023

Tracking Positive Word-of-Mouth

UTSA's Net Promoter Score (NPS) has seen an unusual steep increase

Within the field of marketing, NPS is considered one of the top measurements of success. UTSA's NPS score has seen significant increases in both San Antonio and our Texas key markets.

These results indicate that when people talk about UTSA, they are more likely to speak positively about the university than they were even just 2-3 years ago.

Additional Analysis
- San Antonio increased by **+15.9**
- Other Texas Markets increased by **+13**
- **This is rare in higher education**

San Antonio Marketplace Annual Survey 2023
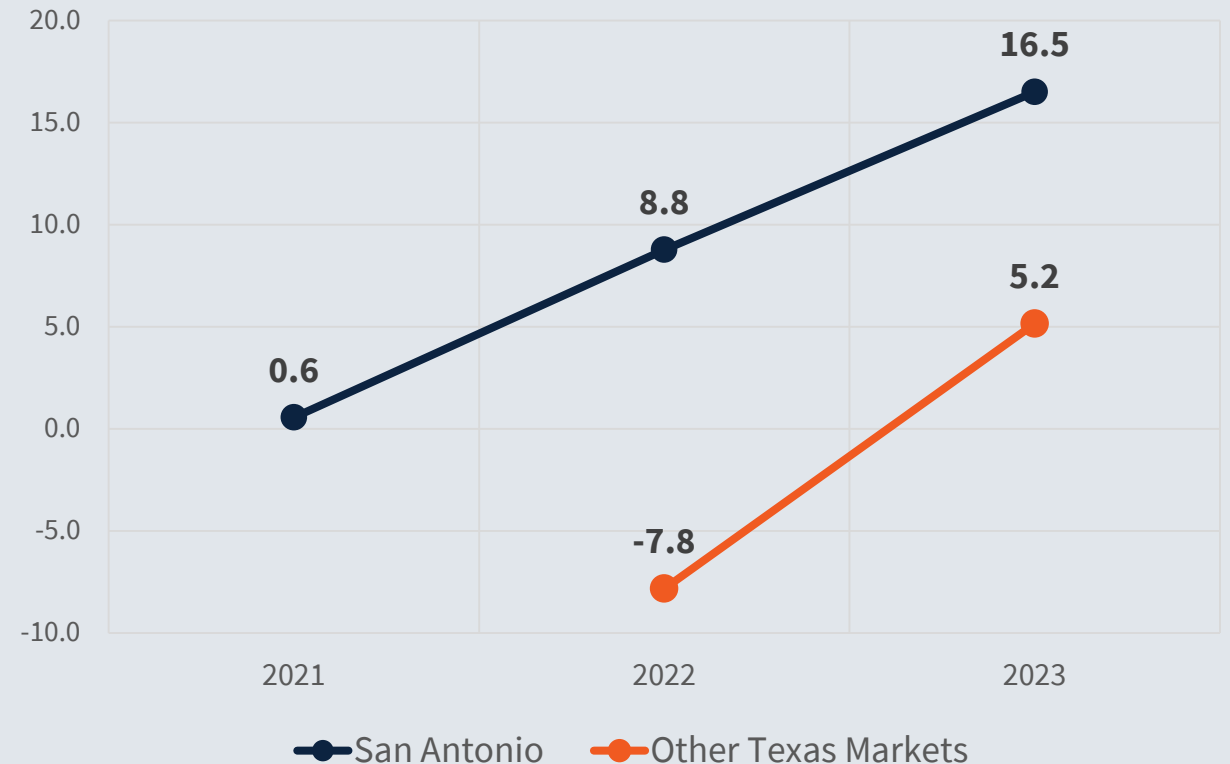
How Do People Hear of UTSA?

University Relations Reinforces and Shapes Word-of-Mouth Perceptions

Source	2022		2023	
	Other TX Markets	San Antonio	Other TX Markets	San Antonio
Family, friends, UTSA alumni, or current UTSA students	50%	51%	58%	62%
Word-of-mouth/reputation	26%	19%	33%	41%
News articles/stories (print, TV, etc.)	18%	24%	19%	39%*
TV advertisements	14%	19%	15%	35%*
Billboard advertisements	17%	25%	14%	30%
Social media posts from UTSA	-	19%	12%	29%
Visit to campus	16%	20%	19%	28%
UTSA website	19%	20%	20%	27%
Social media posts from friends, friends, and colleagues	-	25%	23%	27%
Social media advertisements	-	27%	19%	23%
Google and website advertisements	20%	30%	20%	19%
Audio advertisements (radio, Spotify, Pandora, etc.)	16%	23%	11%	18%

News stories and TV ads are more likely to be cited as a source of information by San Antonians in 2023 than across prior surveys

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Major Takeaways from 2023 San Antonio Survey

Summary and Themes

1. Public trust in higher education has deteriorated
2. UTSA has successfully raised awareness & visibility in San Antonio
3. Perceived strengths emphasize diversity, quality, and athletics
4. … but perceptions could be stronger on cost, value, and outcomes
5. Appreciation for San Antonio's university
6. Greater likelihood to recommend UTSA to others

" These findings highlight the University's successful efforts in enhancing its visibility and establishing a robust presence in the community "

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Local Market Advertising Market Share

Quarterly Competitor Advertising Analysis - Q3 2023

Institution	Amount
Alamo Community College District	$456,558
UT Health San Antonio	$79,861
University Of The Incarnate Word	$71,025
UTSA	$60,448
Texas Lutheran University	$34,385
UT Health Houston	$28,460
Our Lady Of The Lake University	$24,242
Texas A&M University	$23,478
Texas Tech University	$23,218
Abilene Christian University	$18,491
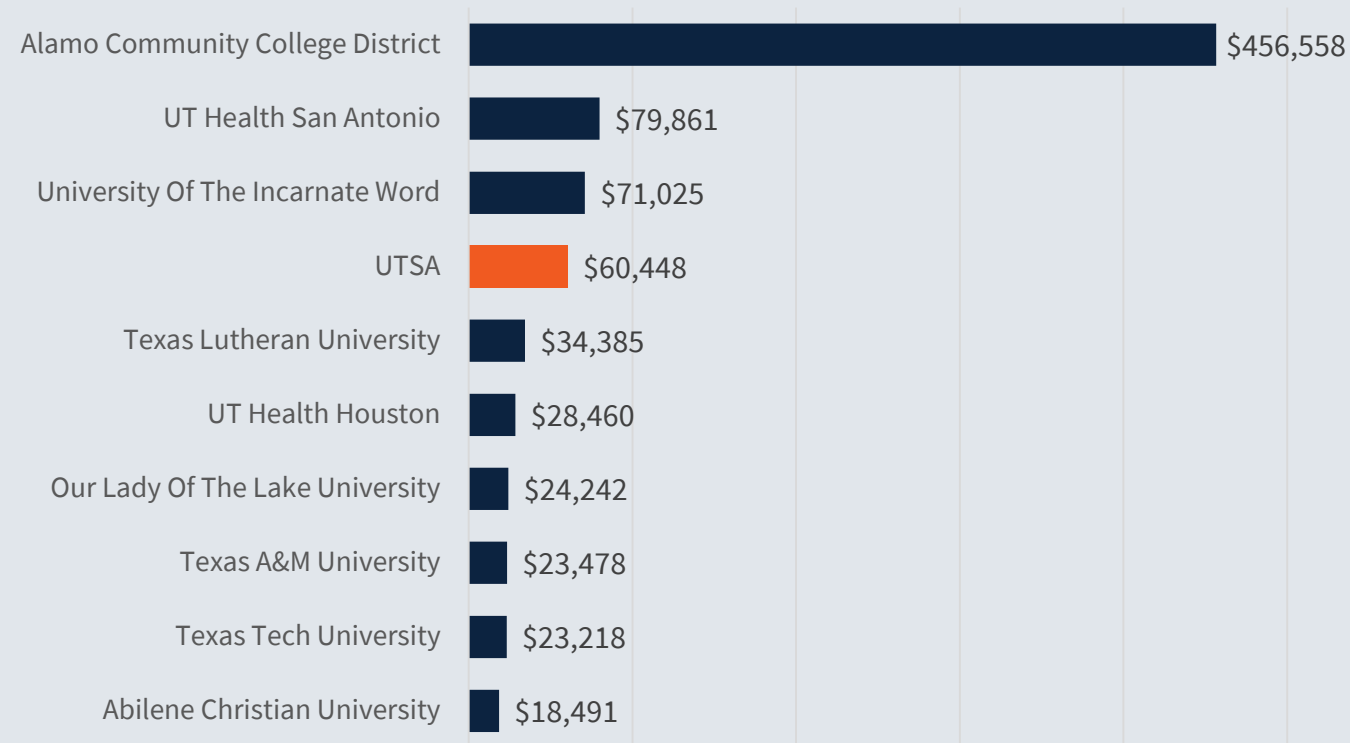
3.1% — **Comparative Market Share** among nonprofit colleges & universities advertising in San Antonio

2.5% — **Total Advertising Market Share** among all colleges & universities advertising in San Antonio

Analysis

UTSA spends significantly less in advertising in the local market compared to other higher education institutions (for and non-profit).

This is reflective of our relatively modest institutional marketing budgets compared to other higher education institutions.

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Measuring Performance: Websites

Metric	FY22	FY23	% Increase
Pageviews (Total)	27,813,319	30,205,079	8%
Pageviews (Organic)	14,476,158 (52%)	20,601,960 (68%)	42%
Users (Total)	4,540,888	5,096,686	12%
Users (Organic)	2,004,233 (44%)	2,993,194 (59%)	49%

Top Traffic Sources
- Google – 61%
- Direct – 23%
- Bing – 4%
- UTSA Blackboard – 1%
- Yahoo – 1%

Top Landing Pages
- UTSA.edu
- Future.utsa.edu/programs
- Bluebook.utsa.edu
- Lib.utsa.edu
- Future.utsa.edu
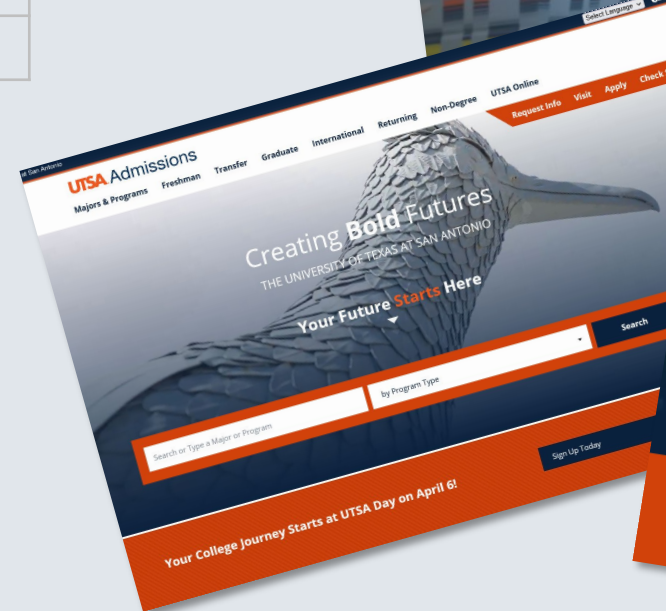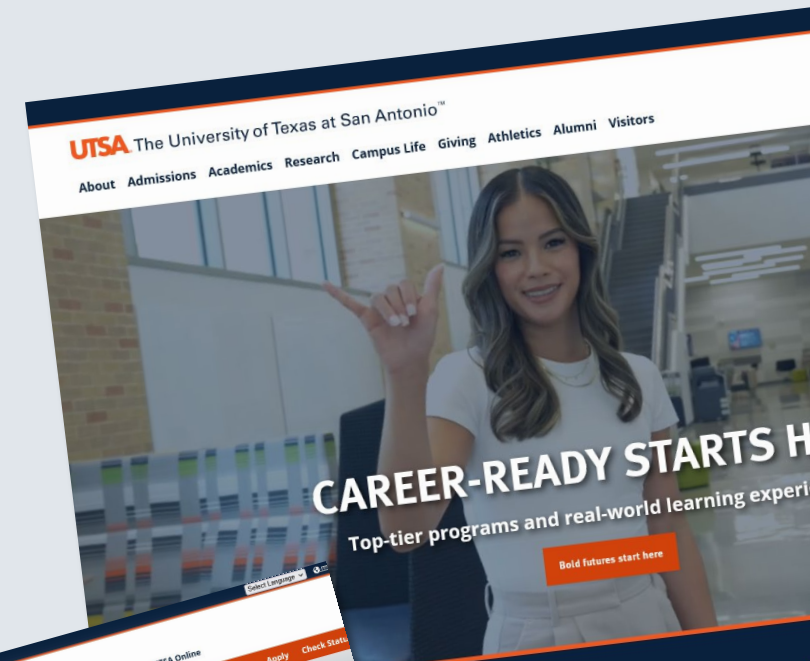
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Presidential & University Events

Sample of Events Managed in 2023

- State of the University
- Campus Tour Premier Party
- UTSA Day at the Capitol
- University Excellence Awards
- UTSA Fiesta Celebrations Coordination
- Jovita Idar Quarter Release Celebration
- Greater: SATX Quarterly Meeting
- Blanco Hall Groundbreaking
- Park West Fieldhouse Grand Opening
- San Pedro I Grand Opening
- San Pedro II Groundbreaking
- Bexar County Fostering Educational Success
  State of the Program Breakfast

UTSA's delegation attends Day at the Capitol 2023

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Strategic Engagement Opportunities

VIP Hospitality Functions

LUNCHEONS	RETREATS	RECEPTIONS	FOOTBALL
57	**9**	**6**	**Spring Fiesta Football Game** **Hospitality Zone** **6 Home Games** **Frisco Bowl**
169 Staff Hours	**52 Staff Hours**	**59 Staff Hours**	**152 Staff Hours**

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Local Government Relations

Building Support for Athletics

Government Relations plays a key role in advancing UTSA Athletics and, by association, the UTSA brand. In addition to helping secure recent funds, here are select examples of the support secured from local partners from 2007-2017.

Amount	What Funds Support
$10M	Roadrunner Athletic Center of Excellence (City)
$15M	Soccer and Track Stadium (County)
$5.5M	Soccer and Track Stadium; Park West Campus (City)
$30.5M	**Total New Funding**

Albert Carrisalez chats with Bexar County Judge Peter Sakai

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Local Government Relations

From 2021-2023, Government Relations helped secure over $52M in new external funding for UTSA.

The sources for this funding includes the City of San Antonio, Bexar County, and Congressional earmarks.

Amount	What Funds Support
$5M	Women's Basketball/Volleyball Training Facility (County Investment)
$8M	Park West Fieldhouse
$10M	UT Health/UTSA's Joint School of Public Health (City Investment)
$576K	HUB Government Contracting Academy
$492K	Evaluation & Research Coordinating Center at Morgan's Wonderland
$10M	UT Health/UTSA's Joint School of Public Health (County Investment)
$5M	Women's Basketball/Volleyball Training Facility (City Investment)
$7M	Research Office
$5M	Human Performance Optimization Center
$1M	Cybersecurity Manufacturing Innovation Institute
$52M	**Total New Funding Secured**

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State Government Relations

From 2021-2023, Government Relations helped secure over **$181M** in new state funding for UTSA.

The sources for this funding are from 87th and 88th State Appropriations.

Amount	What Funds Support
$52M	Capital Construction Assistance Project funding for IEC building
$5M	Cybersecurity for Advanced Manufacturing
$32M	Formula Funding Increase
$12M	Core Research Support Funding
$1M	Texas Research Incentive Program
$20M	Formula Funding Increase*
$33M	National Research Support Fund (formerly CORE and NRUF funds)
$13M	Hazelwood*
$5M	Employee Health Insurance
$2M	San Antonio Life Sciences Institute
$4M	Texas Be-On-Time
$181M	**Total New Funding Secured**

* Indicates funding related to the coordinated Higher Education affordability request.

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Reserves & Budget

Reserve Summary

Fiscal Year	Beginning Balance	Funds Utilized	Ending Balance	How Utilized
2023	$554,787	$5,587,285	$421,379	Photography services, Westside Community services, football hospitality, Sombrilla publications, and other marketing projects
2022	$409,652	$5,011,013	$554,787	Second publication of Sombrilla, Huron Consultants, Professional Development, Host Fiesta events, Industrial Printer

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Budget Sustainability

Growing Responsibility, Static Budget

Key Takeaway

Over the previous two fiscal years, University Relations has used reserve funds to meet basic budget needs for its departments. The **reserve funds are running out**, so this isn't a long-term sustainable budget practice. We need to secure permanent funds.

Challenges

1

Westside Community Center Staffing

2

Increasing Events and Activities Coverage

3

Reserves: Temporary Fix to Long Term Issue

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Financial Prioritization

The university's priorities are University Relations' priorities.

All funding is used to elevate UTSA's reputation, visibility and reputation. This allows our division to directly advance UTSA's strategic priorities.

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Future Improvements

- **Heritage Months and Events** – Requires project management and additional funds
- **New Video Asset Library** – Will serve as a resource for campus marketing and communication professionals
- **Digitization of Sombrilla (SIF Grant)** – Will reduce printing costs to strengthen our digital presence
- **UTSA Today Overhaul (SIF Grant)** – Will allow us to expand news content sections
- **Government Relations Budget** - Right-sizing, appropriately funding the expanded team, finding cost efficiencies
- **Westside Community Center Staffing** - Appropriately staffing the Center will make its services more sustainable
- **Sponsorship Analysis** - Analyzing sponsorships of community programs to assess impact/Return On Investment
- **Community Relations Collaborative** – Help staff leverage resources, avoid redundancies and unintended competition

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SECTION 6

Appendix

Measuring Perceptions of UTSA's Strengths & Weaknesses

Question

Please rate UTSA on the following characteristics.
[1-Very Poor to 5-Very Good]

Analysis

Perceptions of UTSA are mostly positive but noticeably lower on outcomes-related qualities.

Characteristic	Rating
Offers strong value (i.e., good quality for the price paid)	4.26
Has a strong reputation outside of Texas	4.20
Conducts high-level research that leads to new discoveries	4.18
Drives local economic development	4.16
Has competitive athletics that excite the local and state community	4.16
Drives social mobility	4.14
Offers affordable access to a college education	4.12
Serves a diverse group of students	4.03
Successfully prepares students to get good jobs	3.89
Prepares students to work in high-demand fields	3.89
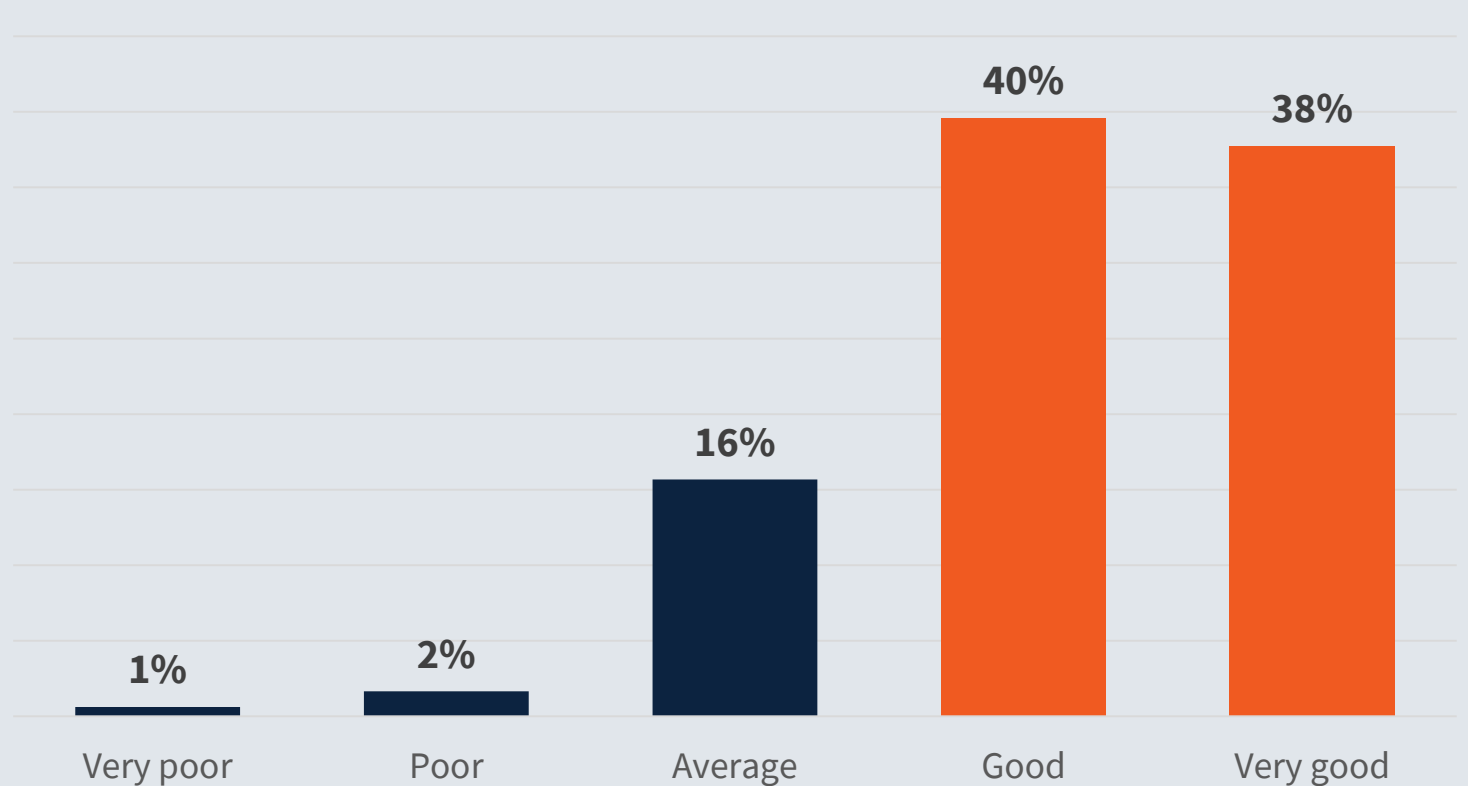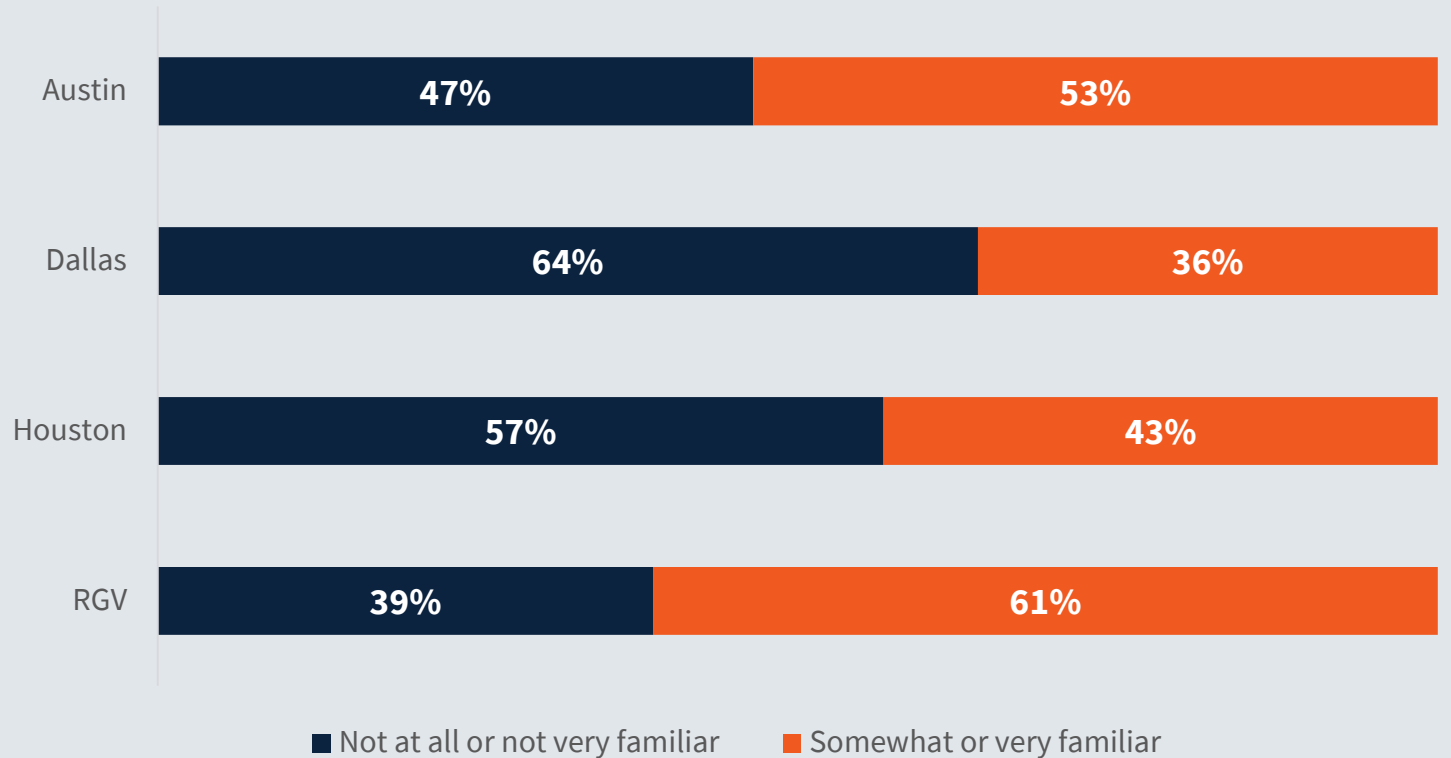
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Marketplace Annual Survey 2023

Question

How have you heard about UTSA?
Select all that apply.

Analysis

While word-of mouth consistently tops the list, orange items —direct products of University Relations and other campus communications shops —play a significant role in driving UTSA's visibility.
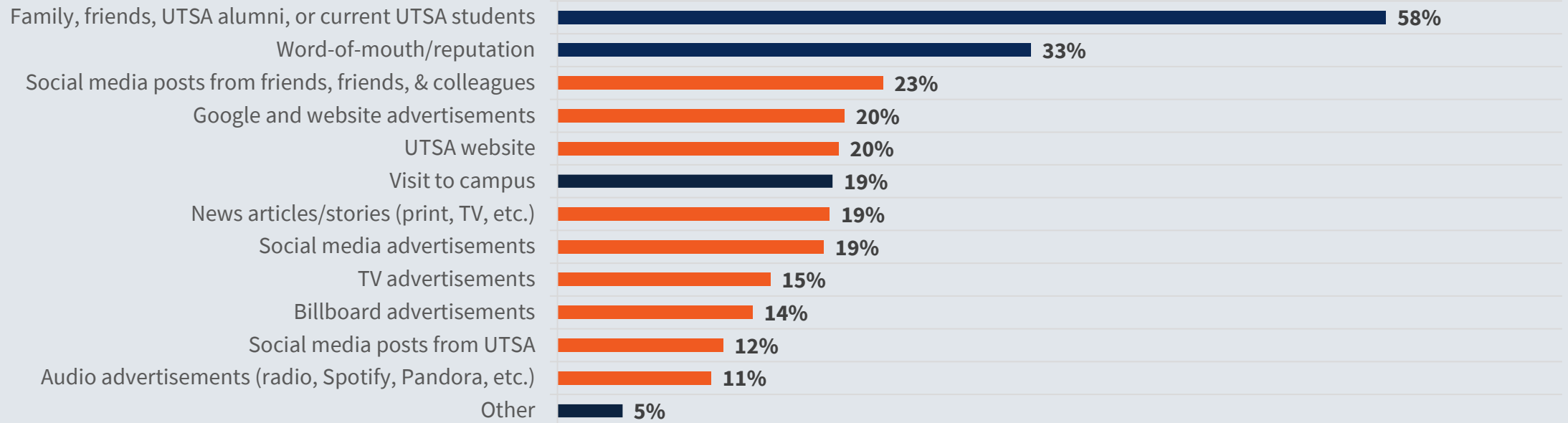
Source	Percentage
Family, friends, UTSA alumni, or current UTSA students	58%
Word-of-mouth/reputation	33%
Social media posts from friends, friends, & colleagues	23%
Google and website advertisements	20%
UTSA website	20%
Visit to campus	19%
News articles/stories (print, TV, etc.)	19%
Social media advertisements	19%
TV advertisements	15%
Billboard advertisements	14%
Social media posts from UTSA	12%
Audio advertisements (radio, Spotify, Pandora, etc.)	11%
Other	5%

UTSA

University Relations

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		-	-		-	-		-	-		-	-		
Student Fees - Non-Mandatory (Course, Lab, and Optional)		-	-		-	-		-	-		-	-		
(A) Total Fees	$ -	$ -	-	$ -	$ -	-	$ -	$ -	-	$ -	$ -	-	$ -	

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	25,000	(17,500)	-70%	7,500	-	0%	7,500	-	0%	7,500	-	0%	7,500	
Direct Endowment & Other Investment Distribution		-	-		-	-		-	-		-	-		
Official Occasions - Investment Income Allocations		-	-		-	-		-	-		-	-		
(B) Total Gifts, Endowment, & Other Income	$ 25,000	$ (17,500)	-70%	$ 7,500	$ -	0%	$ 7,500	$ -	0%	$ 7,500	$ -	0%	$ 7,500	

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	1,229,138	600,390	49%	1,829,528	(960,904)	-53%	868,624	-	0%	868,624	-	0%	868,624	
Transfers In	330,365	(37,563)	-11%	292,802	(203,837)	-70%	88,965	-	0%	88,965	-	0%	88,965	
Other Revenue	17,352	(2,352)	-14%	15,000	(5,000)	-33%	10,000	-	0%	10,000	-	0%	10,000	
Other Revenue		-	-		-	-		-	-		-	-		
(C) Total Other Revenue	$ 1,576,855	$ 560,475	36%	$ 2,137,330	$ (1,169,741)	-55%	$ 967,589	$ -	0%	$ 967,589	$ -	0%	$ 967,589	

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)	$ 1,601,855	$ 542,975	34%	$ 2,144,830	$ (1,169,741)	-55%	$ 975,089	$ -	0%	$ 975,089	$ -	0%	$ 975,089	

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	
(F) Total Unit Revenue (D-E)	$ 1,601,855	$ 542,975	34%	$ 2,144,830	$ (1,169,741)	-55%	$ 975,089	$ -	0%	$ 975,089	$ -	0%	$ 975,089	

Expenses

Support Unit Expense Allocation

Amount transferred out for Support Unit Expense Allocations	FY 2022 Actuals	$ Change	% Change	FY 2023 Actuals	$ Change	% Change	FY 2024 Projection	$ Change	% Change	FY 2025 Projection	$ Change	% Change	FY 2026 Projection	Assumptions

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

	FY 2022 Actuals	$ Change	% Change	FY 2023 Actuals	$ Change	% Change	FY 2024 Projection	$ Change	% Change	FY 2025 Projection	$ Change	% Change	FY 2026 Projection	
Academic Support Unit	-	-	-		-	-		-	-		-	-		
Administrative Support Unit	-	-	-		-	-		-	-		-	-		
(G) Total Support Unit Expense Allocation	$ -	$ -	-	$ -	$ -	-	$ -	$ -	-	$ -	$ -	-	$ -	

Direct Personnel Expenses

Personnel Expenses	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		4,341	-	4,341	(4,341)	-100%		-	-		-	-		
A&P and Classified Salary	2,571,055	63,627	2%	2,634,682	165,318	6%	2,800,000	-	0%	2,800,000	-	0%	2,800,000	
Wages or Hourly Salary	3,626	9,150	252%	12,776	224	2%	13,000	1,000	8%	14,000	1,000	7%	15,000	
Benefits	714,315	42,313	6%	756,628	43,372	6%	800,000	-	0%	800,000	-	0%	800,000	
(H) Total Direct Personnel Expenses	$ 3,288,996	$ 119,431	4%	$ 3,408,427	$ 204,573	6%	$ 3,613,000	$ 1,000	0%	$ 3,614,000	$ 1,000	0%	$ 3,615,000	

Direct Non-Personnel Expenses

Non-Personnel Expenses (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
M&O Budget	1,055,484	310,712	29%	1,366,196	638,804	47%	2,005,000	220,000	11%	2,225,000	(225,000)	-10%	2,000,000	
Utilities		-	-		-	-		-	-		-	-		
Provisions for Facility Renewal & Deferred Maintenance		-	-		-	-		-	-		-	-		
Mandatory Transfers Out (Debt Service)		-	-		-	-		-	-		-	-		
Other Transfers Out (Explain)	666,533	146,129	22%	812,662	(400,488)	-49%	412,174	-	0%	412,174	-	0%	412,174	
Other (Explain)		-	-		-	-		-	-		-	-		
(I) Total Direct Non-Personnel Expenses	$ 1,722,017	$ 456,841	27%	$ 2,178,858	$ 238,316	11%	$ 2,417,174	$ 220,000	9%	$ 2,637,174	$ (225,000)	-9%	$ 2,412,174	

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)	$ 5,011,013	$ 576,272	12%	$ 5,587,285	$ 442,889	8%	$ 6,030,174	$ 221,000	4%	$ 6,251,174	$ (224,000)	-4%	$ 6,027,174	

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)	$ (3,409,158)	$ (33,297)	1%	$ (3,442,455)	$ (1,612,630)	47%	$ (5,055,085)	$ (221,000)	4%	$ (5,276,085)	$ 224,000	-4%	$ (5,052,085)	

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| | TRACKING #
*(Assigned by the Budget
& Fin Planning Office)* | |

Operational Review Packet

| **Name of Unit:** | Office of the Vice President for University Relations | **College / Division:** | University Relations |
| **Contact Name:** | Derrick Ozuna | **Phone/Email:** | 210-458-4129, derrick.ozuna@utsa.edu |

Type of Unit:

| **Academic Support Unit** | ☐ | **Auxiliary Unit** | ☐ |
| **Administrative Support Unit** | X | | |

REQUIRED DOCUMENTS:

FIRST SUBMITTAL -

General Information to "Tell Your Story"	X	**Organizational Chart and Position Data**	X
Explain "who you are", "what you do", "how you do it", and "how it aligns to the destination & strategic initiatives."		Provide snapshot of functional organization chart with FTE information; identify potential or planned staffing or organization changes	

SECOND SUBMITTAL -

Challenges / Opportunities	X	**Key Performance Indicators / Benchmarks / Comparisons**	X
Explain critical issues and identify potential opportunities and efficiencies; discuss benefits to students and campus		Provide operational and efficiency metrics along with benchmarks or comparisons; Explain service delivery model framework, including service expectations and aspirations	
Budget / Actual Financial Data	X	**Explanation of Reserves**	X
5-Year Proforma; Provide actuals for prior 2 years, current year projection, and 2 additional future year projections *[Note: Template will be provided]*		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	☐	*Summary of current year results, along with changes over time*
External Review Data	☐	*Summary of results from an external source, such as related to accreditation/assessment*
Trending Data	☐	*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:	*DocuSigned by:* *Teresa Niño* C719A3B7AFB040D...	**Date:**	March 7, 2024 03/07/2024 | 2:00 PM CST
Printed Name:	Teresa Niño		
Dean / VP Approval Signature:	*DocuSigned by:* *Teresa Niño* C719A3B7AFB040D...	**Date:**	March 7, 2024 03/07/2024 | 2:00 PM CST
Printed Name:	Teresa Niño		

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

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Notary Events	Signature	Timestamp

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	3/7/2024 1:52:28 PM
Certified Delivered	Security Checked	3/7/2024 2:00:11 PM
Signing Complete	Security Checked	3/7/2024 2:00:39 PM
Completed	Security Checked	3/7/2024 2:00:39 PM

Payment Events	Status	Timestamps