

UT Brownsville Compact for FY 09 – FY 10

Mission: Provide accessible, affordable, postsecondary education of high quality, to conduct research which expands knowledge and to present programs of workforce training and continuing education, public service, and cultural value. UT Brownsville in partnership with Texas Southmost College combines the strengths of the community college and those of a university by increasing student access and eliminating barriers while fulfilling the distinctive responsibilities of each type of institution.

The Partnership offers certificates and associate, baccalaureate, and graduate degrees in liberal arts, the sciences, and professional programs designed to meet student demand and national and international needs.

Top 5 Priorities for FY 09 – FY 10:

1. Enhance student success in academic progress and, thereby, decrease average time to graduation.
2. Provide accessible, affordable post-secondary education through efficient use of resources and expanded services to reach students.
3. Promote excellence in teaching and learning.
4. Advance academic and economic development in our region, including collaborative efforts.
5. Expand knowledge through research.

I. Performance Summary Table and Analysis

Indicator	Past	Current	Goal	Explanation
Persistence Rates – First-year persistence rates for first-time, full-time degree-seeking undergraduates (cohort)	NA (2001) 55% (2004)	63% (2006)	70% (2010)	On target: 06 to 07 is 63%. Advising program and implemented initiatives expected to help increase persistence. Innovative technologies added for instruction.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	NA (1998) NA (2001)	NA (2002)	10% (2010)	Increase by 2% each year with initiatives: flat-rate tuition, student employment, guaranteed tuition and fees.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	NA (1996) NA (1999)	NA (2000)	25% (2010)	Increase by 5% each year with initiatives: flat-rate tuition, student employment, guaranteed tuition and fees.
Number of Graduates	613 bachelors 155 master's (2003)	922 bachelors 179 master's (2007)	950 bachelors 180 master's (2009)	Surpassed projection in 06/07, the last academic year certified: 923 bachelor's and 176 master's degrees awarded. Increased 2009 goal.
Certification-- Passing rate on state certification/licensures for education and nursing graduates	Above requirement	93.5% Education 93% Nursing (2006)	Remain above 90%	Increase quality of graduates while increasing number of graduates results in more teachers and health professionals in the community
Semester Credit Hours-- # of students taking 15 SCHs or more	841 (fall 2002)	1,458 (fall 2007)	10% increase (2009)	Increased to 1,458 in fall 2007, a 20% increase. Initiatives continue to have impact in this area, and support will increase.
Distance Education-- # of SCHs generated in distance education courses	1,129 (fall 2002)	7,195 (fall 2007)	10% increase (2009)	Increased to 7,195 in fall 2007. Initiatives to increase will continue.
Percent of baccalaureate graduates employed and/or in graduate or professional school	92.6% (FY 2002)	90.9% (FY 2006)	Remain above 90%	As reported by the State Accountability System; Texas Higher Coordinating Board.

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II. Update Strategic Initiatives from 2007 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Expand outreach programs and distributed education	Increase # of students who benefit	Programs that bring students to campus are particularly beneficial to first-generation students and high financial-need students who may not be familiar with university.	Add to Upward Bound and add Summer Bridge programs	Received almost \$2M in grants to add four high schools in Brownsville to Upward Bound programs. In 2007, received THECB and school district grants for summer bridge program for 399 students with 97% retention and 3.4 avg GPA. For 2008, 325 students will be in Summer Bridge. Additional students brought to campus through YEP and Engineering programs.
2. Initiate the Math and Science Academy, which was approved in the 79th Legislature. A principal will guide the school, including fundraising efforts,	New students	Increasing the number of STEM majors who are college-ready is good needed. There is a statewide need for students to complete these majors. Opportunities are increased as we prepare them early.	Enroll 70 students	Enrolled 30 high school juniors in fall 2007. Of those students, 21 have declared STEM majors. Based on applications, we are on target to enroll 30 juniors for fall 2008
3. Install new Satisfactory Academic Progress Policy (SAP): 70% completion and 2.0 GPA required.	Retain access and improve completion	Using a comprehensive information campaign made students aware of policy changes. Students should that invest in their education should leave with credentials.	Increase percentage of students meeting new SAP.	Gained campus-wide support for new policy. Students have shown greater awareness of expectations. There were more credit hours completed with passing grades and fewer courses dropped. First semester results were analyzed and used to increase academic support and prepare for enrollment effects.
4. Install University Research Council	Support research productivity	Much of the planning, achievement, assessment, and recalibration of research will be aided by the URC.	Have an advisory body to the Provost Council	Giving an institutional voice to research moves forward our strategic plan for increasing research expenditures and faculty productivity. This was in support of the University's priority to increase knowledge through research.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Develop a plan for a major campaign for endowed scholarships	Establish time frame and funding goals	Consultant made recommendations. Additional personnel and training needed. Yielded progress in endowments. Hired AVP for Marketing and Communication. Hired Director for Corporate Relations.	Add scholarships and increase access.	Continue to build on past year's success: increased endowments from 66 to 83. Add Director of Alumni Relations.

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	Impact (Metrics)	Analysis	Goal	Next Steps
2. Strengthen and develop quality programs that attract top students and faculty	Increase majors	Students will match programs that have high economic demand, including biology and environmental sciences, business administration, and education programs.	Increase majors by 5% to 10% in existing programs.	Goal: Increase in bilingual education majors from 734 to 775. Surpassed goal with 779 in fall 2007. Goal: Increase environmental sciences majors from 33 to 65. Slight increase to 39 in fall 2007. Target remains 65. Goal: Increase biology majors from 371 to 550. Increased to 482 in fall 2007. Goal: add business administration majors in three new programs: 15 in entrepreneurship; 104 in marketing; and 59 in international business. Enrolled second cohort in EdD program; expect third for fall 2009.
3. Sustain and strengthen our activities in support of economic development	New businesses and jobs	Jobs requiring higher education and technical skills affect overall economy of area. Technology transfer is now on horizon for the university.	Help city add two new businesses in coming year	Added a business incubator project in Raymondville in Willacy County with a \$1 million grant from the Dept. of Commerce. Increase funding for business incubator through grants and increase collaborations with business and industry. Work closely with the Brownsville Economic Development Council to bring information technology companies to the city.
4. Continue new construction	\$133M in construction in pipeline	Includes TSC bond-funded, TRB funded, and student funded facilities.	Construction office will manage seven projects.	Use cost-savings measures to ensure programming needs are met to get facilities under way and completed. Raise \$6.7M for Arts Center in 2008-2010.
5. Implement Quality Enhancement Plan (QEP) developed to improve written communication	Improve students' writing skills	Writing is critical to students' success. The title of the plan that addresses this is "The Power of Two: Improving Student Success Through Linked Courses".	Directly impact 300 students in 2010.	Professional development will begin summer 2008 and expand in summer 2009. Implementation of QEP will begin in AY 2008-09 with linked courses in general studies. First cohorts in Spring 2009 pilot. Review and revise in summer 2009. Expand program in Fall 2009.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. Implement Institute for Public Service. Impartially promote broad public engagement, empowerment, and civil discourse of societal issues.	Increase in participation in Master's in Public Policy and Management Program. Increased visibility of university in public leadership. Will meet need for programs for public officials.	Self-sustaining institute in FY 2010.	Hire director. Director will develop a funding strategy in the 08-09 AY, before we actually bring the institute online.
2. Increase student success. Help more students to make Satisfactory Academic Progress (SAP) and decrease time to graduation. Retention will aid in the recovery of enrollments lost from new SAP policy.	Improvement in students' awareness of progress. Increase in percentage of credit hours completed with passing grades. Better GPAs. Fewer courses dropped. Less time to graduation.	Increase completed SCHs from 82% to 85%.	Strengthen efforts to ensure more students meet new standards for Satisfactory Academic Progress. Increase supplemental instruction and tutoring services. Seek \$64M TRB for Student Success Building.

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Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
3. Create an Office of Research to provide leadership and oversight for all research activities.	Increase in external funding for research. Increase in research productivity. Increase in support for research.	To expand knowledge through research	Promote work of the University Research Council. Support success of research centers. Implement procedures, policies, and training regarding commercialization.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The Enrollment Management Plan was developed with a diverse team from various divisions and headed by the Associate Vice President of Academic Affairs. Key targets include increasing full-time student enrollment and distance education student enrollment. The plan supports building capacity for 20,000 on-campus students by 2030.

b. Financial Management Plan

We are implementing the Future Perfect software to complement the Enrollment Management Plan. Staff is currently training and project will be completed in March 2009.

c. Information Security Plan

UT Brownsville will utilize industry best practice standards for information security in an effort to ensure institutional compliance with applicable laws and rules. The UT Brownsville Information Security Action Plan will implement the security plan defined by UTS 165, Bulletin #2.

The goal of the UT Brownsville Security Action Plan is to comply with the requirements of the University of Texas System Policy 165 (UTS-165) and Texas Administrative Code Part 10, Chapter 202 Information Security Standards (TAC 202), and all applicable federal requirements.

- A. Create a new budget line for ISO
- B. Provide funding for IT security related operations and projects
- C. Review all access and user account processes to create and implement new SOPs for user account management
- D. Develop a comprehensive staff training program related to IT security
- E. Put into operation a methodology for annual institutional IT risk assessments
- F. Develop institutional security action plan from IT risk assessments

V. Number of New Faculty Positions Projected to 2011

FIELD	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	6	2	4	1	3	5	21
Medical/Health	4	2	2	1	1	2	12
Business	3	2	2	0	1	2	10
Liberal Arts	14	2	3	0	2	4	25
Education	6	2	2	0	1	3	14
Total	33	10	13	2	8	16	82

Comments: Calculations based on faculty growth at 3% student enrollment increases.

VI. Status of Campus Strategic/Long-Range Plan: The 2008-2012 Strategic Plan has been completed and published. The plan was created through the development of institutional goals and unit plans provided by the leadership of the President and the Provost and seven divisions comprising the administrative leadership: Academic Affairs, Student Affairs, Business Affairs, External Affairs, Institutional Advancement, Partnership Affairs, and Information Technology Systems.

VII. Campus Consultation to Develop Compact: Reviewed the update of the plan with the Provost Council, Deans Council, Academic Senate and Staff Senate. Final approval from Executive Council.

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VIII. Budget

The University of Texas at Brownsville
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget	
				Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 11,448,398	13,545,015	13,657,786	112,771	0.8%
Federal Sponsored Programs	32,873,770	32,183,695	29,433,109	(2,750,586)	-8.5%
State Sponsored Programs	2,983,334	2,608,122	3,351,248	743,126	28.5%
Local and Private Sponsored Programs	43,826,392	45,239,072	45,598,985	359,913	0.8%
Net Sales and Services of Educational Activities	947,091	540,146	600,718	60,572	11.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	765,454	1,130,632	1,187,171	56,539	5.0%
Other Operating Revenues	233,963	4,868	7,520	2,652	54.5%
Total Operating Revenues	93,078,402	95,251,550	93,836,537	(1,415,013)	-1.5%
Operating Expenses:					
Instruction	36,101,599	36,471,701	38,340,628	1,868,927	5.1%
Academic Support	10,971,853	12,768,873	14,031,605	1,262,732	9.9%
Research	4,377,163	5,211,545	2,486,569	(2,724,976)	-52.3%
Public Service	4,732,773	5,450,243	5,143,673	(306,570)	-5.6%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	11,230,225	10,633,974	11,050,746	416,772	3.9%
Student Services	7,551,395	7,857,980	8,294,035	436,055	5.5%
Operations and Maintenance of Plant	10,671,978	10,486,511	10,531,289	44,778	0.4%
Scholarships and Fellowships	29,431,631	24,953,477	26,829,823	1,876,346	7.5%
Auxiliary Enterprises	5,628,872	6,113,840	6,027,233	(86,607)	-1.4%
Depreciation and Amortization	5,128,750	4,871,471	5,400,778	529,307	10.9%
Total Operating Expenses	125,826,239	124,819,615	128,136,379	3,316,764	2.7%
Operating Surplus/Deficit	(32,747,837)	(29,568,065)	(34,299,842)	(4,731,777)	16.0%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	30,314,635	30,604,463	38,578,603	7,974,140	26.1%
Gifts in Support of Operations	49,327	90,673	90,673	-	0.0%
Net Investment Income	1,310,362	734,659	917,660	183,001	24.9%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	31,674,324	31,429,795	39,586,936	8,157,141	26.0%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(2,010,700)	(1,932,723)	(1,834,156)	98,567	-5.1%
Total Transfers and Other	(2,010,700)	(1,932,723)	(1,834,156)	98,567	-5.1%
Budget Margin	(3,084,213)	(70,993)	3,452,938	3,523,931	-4963.8%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	614,399	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	98,876	5,000	25,000	20,000	400.0%
Additions to Permanent Endowments	500,694	-	-	-	-
Transfers for Debt Service - Principal	(2,232,013)	(2,867,143)	(5,391,926)	(2,524,783)	88.1%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	313,467	1,340,000	951,000	(389,000)	-29.0%
SRECNA Change in Net Assets	\$ (3,788,790)	(1,593,136)	(962,988)	630,148	-39.6%
Total Revenues and AUF Transfers	\$ 124,752,726	126,681,345	133,423,473	6,742,128	5.3%
Total Expenses (Including Transfers for Interest)	(127,836,939)	(126,752,338)	(129,970,535)	(3,218,197)	2.5%
Budget Margin	\$ (3,084,213)	(70,993)	3,452,938	3,523,931	
Reconciliation to Use of Prior Year Balances					
Depreciation		4,871,471	5,400,778		
Capital Outlay		(2,791,194)	(4,186,790)		
Transfers for Debt Service - Principal		(2,867,143)	(5,391,926)		
Budgeted Transfers		-	-		
Use of Prior Year Balances		(857,859)	(725,000)		

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IX. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate headcount	8,244	8,470	9,131	9,699	10,656	12,357	14,835	16,320
Graduate/professional headcount	751	834	822	893	890	893	842	894
Total enrollment	8,995	9,304	9,953	10,592	11,546	13,250	15,677	17,214
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees granted	475	543	618	613	684	681	788	922
Master's degrees	151	146	148	155	166	189	154	179
Graduate-level certificate	--	--	--	--	--	--	--	9
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	453	466	495	526	558	638	693	731
Administrative		93	105	109	111	114	121	132
Other, Non-Faculty		1,187	1,137	1,104	1,117	1,017	1,205	1,204
Student employees		1	NA	NA	NA	212	199	157
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty ratio	18 to 1	17 to 1	18 to 1	18 to 1	18 to 1	18 to 1	18 to 1	18 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research expenditures	\$241,980	\$602,856	\$896,646	\$1,011,353	\$2,889,894	\$4,897,516	\$5,131,456	\$4,664,251
<i>as of</i>	8/31/2000	8/31/2001	8/31/2002	8/31/2003	8/31/2004	8/31/2005	8/31/2006	8/31/2007
Endowment total value	\$770,000	\$927,000	\$3,065,000	\$3,904,000	\$4,829,000	\$5,599,000	\$6,373,000	\$7,327,000