

**UT Health Science Center – San Antonio  
Compact for FY 09 – FY 10**

**Mission:** The mission of The University of Texas Health Science Center at San Antonio is to serve the needs of the citizens of Texas, the nation, and the world through programs committed to excellence and designed to:

- educate a diverse student body to become excellent health care providers and scientists
- engage in biomedical research focused on seeking information fundamental to the prevention, diagnosis and treatment of disease
- provide compassionate and culturally competent state of the art clinical care
- enhance community health awareness, education and practices thereby improving the wellness of the citizenry.

**Top 5 Priorities for FY 09 – FY 10:**

1. Implementation of the Institute for the Integration of Medicine and Science which will house HSC's CTSA Grant
2. Successful recruitment of a nationally recognized Dean of the Graduate School of Biomedical Sciences
3. Right size the Cancer Therapy Research Center and assure successful clinical and research growth
4. Increase formula/special item funding from local state & federal sources to support and improve management and administration of programs on all campuses
5. Better define solutions to address ongoing deferred maintenance issues including fire, life, safety and information technology

**I. Performance Summary Table and Analysis**

Indicator	Past		Current	Goal	Explanation
	2003	2006	2007	2008	
Fall Enrollment Growth (grad/prof)					
Allied Health	205	273	287		Adjust enrollment as market demands
Biomedical Sciences	314	375	363		Adjust enrollment as market demands
Dental	397	407	427	429	Incrementally increase enrollment by 2-3 students as part of pre-clinical lab extension
Medical	816	849	869	879	Increase enrollment by 10 students per year over five years beginning in fall 2007.
Nursing	128	237	227		Adjust enrollment based on faculty availability
All Sponsored Research Expenditures	\$119,279,555 (2003) \$139,778,732 (2006)		\$146,338,142 (2007)	\$151,167,300 (2008)	Increase total sponsored research by an average of 3.3% per year over the next five years using FY 2007 as the baseline
Federal Sponsored Research Expenditures	\$86,854,337 (2003) \$95,110,395 (2006)		\$95,132,294 (2007)	\$97,510,601 (2008)	Increase federal sponsored research by 2-3% per year
Uncompensated Health Care According to the State Definition – physicians only	\$77,586,366 (2003) \$101,784,720 (2006)		\$86,259,640 (2007)	\$100,000,000 (2008)	Reduction due to retroactive Upper Payment Limit revenue received in 2007. Formulate a plan to address uncompensated care over the next five years
Net Clinical Revenue	\$70,438,402 (2003) \$79,578,633 (2006)		\$94,593,435 (2007)	\$97,904,205 (2008)	Increase by at least 3.5% each year over the next 5 years
Primary Investigators (PIs) with external funding over \$1,000,000	39 (2006)		41 (2007)	43 (2008)	Increase a net gain of 2 PIs per year with \$1M extramural funding over the next 5 years
Number of funded and filled endowed chairs and professorships	76 (2006)		85 (2007)	90 (2008)	Total of 110 endowed chairs and professorships; 85 currently filled and plan to have 90 positions filled in FY 2008

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**II. Update Strategic Initiatives from 2007 Compact**

**a. Completed Initiatives**

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Recruitment of Chief Operating Officer	Critical role filled	New Chief Operating Office plays a major role in the finance and administration of the University	Position filled in FY 2008	Appointed Mr. Mike Black as the new Chief Operating Officer on October 1, 2008
2. Recruitment of Chair of Medicine	Critical role filled	New Chair of Medicine plays a critical role in the School of Medicine's transformation process.	Hire new Chair by end of 2007.	Appointed Dr. David Hillis on January 1, 2008
3. Determine clinical care needs and enhance clinical care systems	Feasibility Study Medical Arts and Research Center	Capital financing plan to fund the construction of the Medical Arts and Research Center (MARC)	Complete design and hold ground-breaking by FY08	Identified space requirements, finalized construction estimates, and final equipment requirements, this phase is complete
4. Dental School Student Simulation Laboratories	Enhance & modernize student laboratories	Funding identified	Funding secured	Secured \$3.1 million in funding and project is complete

**b. Ongoing Initiatives**

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Involve all schools in the development and implementation of Quality Enhancement Plan	Identify faculty members from all 5 schools	Faculty members from all five schools have been identified and added to QEP Development and Operations Team (for SACS)	Increase # of faculty involved in case-based teaching pilot projects	Present QEP to three Curriculum Committees, and recruit course directors for case based teaching pilot project
2. Complete construction, equip and staff MARC, and refine Clinical Product Lines for the MARC as well as the Cancer Therapy Research Center (CTRC)	Floor turnover schedule; product lines defined	Development of governance and compensation models, individual and work unit financial performance, and quality indicators (such as access, patient satisfaction, etc)	MARC complete and product lines in operation	* MARC Committees lead build out * Meet or exceed budget targets for MARC, CTRC and UT Medicine * MARC complete NLT 9/09 * CTRC product lines defined NLT 09/10
3. Complete programmatic planning for the South Texas Research Facility and optimize the utilization of research space	Recognized space need to grow research enterprise	Complete capital campaign to finance	Facility completion end of Calendar Year 2010	Finalize space needs, funding secured and begin recruitment of leading scientists by the end of calendar year 2010
4. Conduct successful capital campaign to secure adequate support for the endowment and construction of the Research Tower	Recognized need for funding to support increased research space	As of 5-23-08, \$263M of campaign raised towards \$300 M goal	\$300 M (\$150 M to Endowed & Research Support)	Campaign 87% complete; secure remaining funding

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**III. New Strategic Initiatives**

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. Provide an employee health and wellness center	Enhanced health status of employees and students	Healthier Workforce	2008-09 -- Build a fitness center on campus; enroll charter members 2009-10 – Facility in full operation and enrollment maximized
2. Right Size UT Medicine and enhanced integration into the School of Medicine	Removal of redundancies, increased efficiencies, organizational alignment -- all with minimal affect on staff turnover and clinical operations	Fully integrated no later than December 2009	UTHSCSA/UT Medicine Reorganization Committee develops and implements communication, organizational and operational transition plan
3. Create a Center for Patient Safety and Health Policy	Increase quality and safety of clinical care, enhance successful practices knowledge, integrate efforts into health services/ outcomes research and health policy, incorporate into training next generation	Train, implement quality and safety; contain costs	* Train key clinical leaders in quality improvement tools and methodologies in the Clinical Safety and Effectiveness Program (currently at MDACC). * Develop our own program at UTHSCSA in the next two years.

**IV. UT System Strategic Plan Initiatives**

**a. New Clinical Programs/Products**

The School of Medicine is actively developing product lines that will be activated prior to the opening of the MARC. These include Heart, Lung and Vascular Center, Musculoskeletal Institute, Digestive Disorders Center, Limb Preservation Center (Diabetes), Center for Women's Health and Center for Healthy Aging, and the newly incorporated Cancer Therapy Research Center. Internal promotion is a part of the product line development so that upon activation, the School's faculty are aware of the new resource that is available to them and to their patient. Additionally, the School recently hired a Director of Marketing to lead the marketing effort.

**b. Financial Management Plan**

Current financial condition has enabled institution to secure debt financing for such strategic initiatives as expansion of clinical enterprise through construction of new Ambulatory Surgery Facility, implementation of Electronic Medical Records and new Patient Management System to enhance clinical efficiency, patient safety and treatment quality, and purchase of a Cyclotron to enhance research core. Financial portfolio has expanded with significantly enhanced gift revenues. Financial planning tool has been developed that accurately quantifies "investible" net assets. Strategy over next two years will be focused on investing a significant portion of net asset balances that have accumulated over past three years, leveraged with debt financed capital investments to expand both clinical and research enterprises. Investment of net assets will soften institution's financial condition over next two years. As clinical and research expansion occurs, long-term enhanced revenue will occur as result of investments

**c. Information Security Plan**

UTHSCSA's Information Security Plan (ISPP) has been implemented and its primary focus is implementation of regulatory requirements (including HIPAA, FERPA, and TAC202), as well as compliance with UT System directives. The program provides the structure for strategic solutions to reduce the institution's information security risk. The Chief Information Security Officer reports to the CIO for program guidance. The President is informed by the Chief Information Security Office of critical security issues as they arise and is briefed annually on the program's progress and strategic direction. Key components of the Information Security Program include policy, training, technology based solutions and operations support and monitoring activities.

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**V. System Contributions and Investments**

**a. Summary of STARS and special PUF investments**

	FY 05	FY 06	FY 07	FY 08	Description/Metrics of Impact
STARS Program	--	--	\$1,250,000	\$1,400,000	Additional \$7 million in external awards; applying for clinical trial funding; and launched a new initiative with UTSA on anti-tumor immunity.
ENTER Program	--	--	\$150,000	\$252,897	Initiate a Doctorate in Nursing Practice and expand undergraduate nursing enrollment.

**b. Other System contributions**

The UT System should participate in allocating resources to System members that have a strategic plan in place to meet their institutional mission and goals. There also needs to be support from legislative bodies to fund increased higher education needs in order to close the gap. Tuition Revenue Bonds and Permanent University Funds are essential to address capital needs.

**VI. New Faculty Positions Projected to 2011**

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 - FY 11
Medical/Health	48	75	78	51	49	63	364

Comments: Future positions 1) are contingent upon increased funding; 2) may need to be reallocated from existing funding; and/or 3) are contingent upon increased enrollment

**VII. Status of Campus Strategic/Long-Range Plan:** The UTHSCSA Strategic Plan was finalized and approved by the Executive Committee in February 2007. The website link to the plan is <http://sacs.uthscsa.edu/docs-univ/STRATEGICPLANFY2006-2011DRA.pdf>

**VIII. Campus Consultation to Develop Compact:** The Compact was developed with input from all Executive Committee members, their constituents, the Faculty Assemblies of each school, the Student Government Association, and the Faculty Senate at UTHSCSA through the Strategic Plan process. The Compact follows the Strategic Plan developed for UTHSCSA.

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**IX. Budget**

**The University of Texas Health Science Center at San Antonio  
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
<b>Operating Revenues:</b>					
Tuition and Fees	\$ 21,622,430	20,053,875	21,618,389	1,564,514	7.8%
Federal Sponsored Programs	111,933,398	118,004,856	116,123,433	(1,881,423)	-1.6%
State Sponsored Programs	3,124,784	3,575,199	2,393,697	(1,181,502)	-33.0%
Local and Private Sponsored Programs	72,006,411	77,074,118	76,181,953	(892,165)	-1.2%
Net Sales and Services of Educational Activities	25,802,263	20,000,000	23,891,700	3,891,700	19.5%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	80,333,542	86,140,620	88,748,594	2,607,974	3.0%
Net Auxiliary Enterprises	3,758,786	3,252,500	3,435,000	182,500	5.6%
Other Operating Revenues	28,657,388	20,408,415	30,463,498	10,055,083	49.3%
<b>Total Operating Revenues</b>	<b>347,239,002</b>	<b>348,509,583</b>	<b>362,856,264</b>	<b>14,346,681</b>	<b>4.1%</b>
<b>Operating Expenses:</b>					
Instruction	235,156,807	236,094,865	251,164,503	15,069,638	6.4%
Academic Support	26,567,591	26,043,234	30,600,276	4,557,042	17.5%
Research	108,494,091	109,136,293	114,809,511	5,673,218	5.2%
Public Service	23,002,814	20,403,923	25,560,531	5,156,608	25.3%
Hospitals and Clinics	42,917,262	49,030,467	49,755,968	725,501	1.5%
Institutional Support	36,735,671	35,621,648	35,759,647	137,999	0.4%
Student Services	2,487,024	3,047,174	1,826,076	(1,221,098)	-40.1%
Operations and Maintenance of Plant	27,859,756	24,169,680	28,782,573	4,612,893	19.1%
Scholarships and Fellowships	1,717,298	1,775,679	1,825,446	49,767	2.8%
Auxiliary Enterprises	3,553,687	3,654,756	4,284,612	629,856	17.2%
Depreciation and Amortization	23,115,470	21,500,000	26,000,000	4,500,000	20.9%
<b>Total Operating Expenses</b>	<b>531,607,471</b>	<b>530,477,719</b>	<b>570,369,143</b>	<b>39,891,424</b>	<b>7.5%</b>
<b>Operating Surplus/Deficit</b>	<b>(184,368,469)</b>	<b>(181,968,136)</b>	<b>(207,512,879)</b>	<b>(25,544,743)</b>	<b>14.0%</b>
<b>Budgeted Nonoperating Revenues (Expenses):</b>					
State Appropriations & HEAF	150,788,189	151,982,990	170,108,682	18,125,692	11.9%
Gifts in Support of Operations	2,807,179	8,398,286	8,250,000	(148,286)	-1.8%
Net Investment Income	25,420,551	20,176,267	28,523,451	8,347,184	41.4%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
<b>Net Non-Operating Revenue/(Expenses)</b>	<b>179,015,919</b>	<b>180,557,543</b>	<b>206,882,133</b>	<b>26,324,590</b>	<b>14.6%</b>
<b>Transfers and Other:</b>					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(5,994,089)	(5,522,510)	(5,820,339)	(297,829)	5.4%
<b>Total Transfers and Other</b>	<b>(5,994,089)</b>	<b>(5,522,510)</b>	<b>(5,820,339)</b>	<b>(297,829)</b>	<b>5.4%</b>
<b>Budget Margin</b>	<b>(11,346,639)</b>	<b>(6,933,103)</b>	<b>(6,451,085)</b>	<b>482,018</b>	<b>-7.0%</b>
<b>Reconciliation to Change in Net Asset:</b>					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	22,335,171	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	2,151,172	4,000,000	3,250,000	(750,000)	-18.8%
Additions to Permanent Endowments	5,320,873	7,000,000	7,000,000	-	0.0%
Transfers for Debt Service - Principal	(5,934,717)	(5,258,306)	(10,730,487)	(5,472,181)	104.1%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	14,672,924	69,500,000	40,000,000	(29,500,000)	-42.4%
<b>SRECNA Change in Net Assets</b>	<b>\$ 27,198,784</b>	<b>68,308,591</b>	<b>33,068,428</b>	<b>(35,240,163)</b>	<b>-51.6%</b>
<b>Total Revenues and AUF Transfers</b>	<b>\$ 526,254,921</b>	<b>529,067,126</b>	<b>569,738,397</b>	<b>40,671,271</b>	<b>7.7%</b>
<b>Total Expenses (Including Transfers for Interest)</b>	<b>(537,601,560)</b>	<b>(536,000,229)</b>	<b>(576,189,482)</b>	<b>(40,189,253)</b>	<b>7.5%</b>
<b>Budget Margin</b>	<b>\$ (11,346,639)</b>	<b>(6,933,103)</b>	<b>(6,451,085)</b>	<b>482,018</b>	
<b>Reconciliation to Use of Prior Year Balances</b>					
Depreciation		21,500,000	26,000,000		
Capital Outlay		(10,000,000)	(9,000,000)		
Transfers for Debt Service - Principal		(5,258,306)	(10,730,487)		
Budgeted Transfers		1,080,000	1,106,000		
Use of Prior Year Balances		<u>388,591</u>	<u>924,428</u>		

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**X. Data Summary**

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate enrollment	762	903	907	894	799	677	684	649
Allied Health	341	418	379	347	328	285	266	236
Nursing	421	485	528	547	471	392	418	413
Graduate/professional enrollment	1,781	1,762	1,821	1,860	2,038	2,098	2,141	2,173
Allied Health	134	109	146	205	241	278	273	287
Biomedical Sciences	272	277	320	314	318	371	375	363
Dental	402	396	404	397	395	402	407	427
Medical	824	829	822	816	816	827	849	869
Nursing	149	151	129	128	268	220	237	227
Total enrollment	2,543	2,665	2,728	2,754	2,837	2,775	2,825	2,822
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Undergraduate degrees								
Certificates: Allied Health	55	148	205	202	143	165	146	182
Bacc-level Certs: Allied Health	0	9	8	10	12	5	7	2
Baccalaureate: Allied Health	143	131	42	64	70	92	102	127
Baccalaureate: Nursing	236	168	220	238	253	265	168	207
Graduate/professional degrees								
Allied Health	37	33	48	50	51	59	91	81
Biomedical Sciences	52	55	46	60	61	49	63	70
Dental	107	104	103	112	97	102	94	105
Medical	196	195	193	194	199	194	191	196
Nursing	46	56	46	31	28	43	49	88
Total grad/prof degrees	438	443	436	447	436	447	488	540
<i>academic year</i>				02-03	03-04	04-05	05-06	06-07
Accredited resident programs				53	54	53	51	50
Residents in accredited programs				700	648	637	701	663
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2006
Federal research expenditures	\$58,600,224	\$66,852,477	\$83,760,708	\$86,854,337	\$89,661,741	\$95,125,850	\$95,110,395	\$95,132,294
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	not counted	1,393	1,404	1,405	1,494	1,528	1,562	1,567
Administrative		126	126	125	133	140	147	148
Other, Non-Faculty		2,995	3,090	3,009	3,053	3,037	3,086	2,987
Student employees		607	551	440	480	512	561	490
<i>fiscal year</i>	1999	2000	2001	2002	2003	2004	2005	2006
Hospital days	201,745	123,266	224,311	202,000	224,366	228,213	259,763	291,454
Outpatient visits	832,255	915,725	854,046	834,000	1,110,429	676,004	704,164	840,031
Un-sponsored charity care	\$94,385,418	\$60,729,594	\$60,602,900	\$70,149,189	\$77,586,366	\$85,647,220	\$98,545,392	\$101,866,765
<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	\$293,090,000	\$252,520,000	\$226,799,000	\$246,573,000	\$278,385,000	\$319,886,000	\$346,235,000	\$405,177,000