

UT Health Science Center - Houston Compact for FY 10 – FY 11

Mission: As a comprehensive health science university, the mission of The University of Texas Health Science Center at Houston is to educate health science professionals, discover and translate advances in the biomedical and social sciences, and model the best practices in clinical care and public health. We pursue this mission in order to advance the quality of human life by enhancing the diagnosis, treatment, and prevention of disease and injury, as well as promoting individual health and community well-being.

Top 5 Priorities for FY 10 – FY 11:

1. Pursue targeted opportunities to recruit and retain researchers, educators and clinicians
2. Strengthen strategic relationships with hospital and clinical partners
3. Secure new clinical and research funding opportunities
4. Use SACS accreditation process to enhance institutional educational programs
5. Continue to expand access to comprehensive financial resources

I. Performance Summary Table and Analysis

Indicator	Past		Current	Goal	Explanation	
	Fall	2003	2007	2010		
Enrollment Growth						
Biomedical Sciences		490	578	578	574	Reflects economic impact on applications & enrollment.
Dental (undergrad + grad)		398	452	452	500	Includes 15 OFMS students for 2010.
Health Information Sciences		74	80	80	107	~8% per year growth .
Medical		816	929	929	960	945 med.students + 15 masters students.
Nursing (undergrad + grad)		698	771	771	800	~2% per year growth.
Public Health		908	959	959	1080	
All Sponsored Research Expenditures		\$152,117,064 (2003)	\$191,724,126 (2007)	\$197,533,000 (2010)		1% annual growth and stable indirect cost recovery.
Federal Sponsored Research Expenditures		\$111,170,193 (2003)	\$131,879,012 (2007)	\$135,112,952 (2010)		Maintains proportion of total research as federal expenditures (68.4%).
Uncompensated Health Care According to the State Definition – physicians only		\$139,031,049 (FY 2004)	\$152,091,939 (FY 2007)	\$205,912,781 FY 2010		Based on current UHC definition, goal projects ~8% increase over FY07; results significantly impacted by U.P.L. receipt timing, which can vary.
Student Diversity (% underrepresented minority)		18.5% (Fall03)	20% (Fall 06)	24% Fall 10		projects 1% annual increase.
Faculty PIs as a Percent of Total CBM-008 Certified Faculty		31% (FY 2004)	34% (FY 2007)	37% FY 2010		projects 1% annual increase.
MSRDP Net Patient Revenues		\$99,820,240 (FY 2004)	\$125,969,236 (FY 2007)	\$141,697,171 FY 2010		MSRDP net patient revenue (only) projects 3% annual growth; + \$94,208,678 ('09 YTD) includes clinical hospital partner contract revenue per year,an equally important factor.
Medical School Outpatient Visits		834,987 (FY04)	980,421 (FY07)	941,370 (FY10)		Projects 2% annual growth 922,912 (FY09 annualized).
Total Endowments and Similar - other than State		\$66,638,813(FY04)	\$100,097,367 (FY07)	\$143,000,000 (FY10)		

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II. Update Strategic Initiatives from the 2008 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Stabilize component school leadership (MS, SPH)	Decrease faculty turnover	Decrease turnover; help better predict contract revenue	Recruit two Dean positions	Positions filled 2007 and 2008.
2. Strengthen and expand relationships with the Memorial Hermann Healthcare System and HCHD	Positive revenue streams, more volume and FTEs	Codified relationship helps better predict contract revenue cycles and expanded clinical services	Revenue stream enhancement	New affiliation agreement with HCHD and operating agreement renewal with MHHS, at significantly larger dollar amounts.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Finance and plan replacement Dental Branch Building	Gains in faculty and student recruitment	\$155 million committed (TRB, PUF, philanthropy, local funds, borrowing).	Groundbreak-Fall-2009 Occupancy-2012	Seeking design development approval from Board of Regents: August 2009.
2. Finance and plan UT Research Park complex	Increase research dollars	BREF and Neurosciences building in research park complex under construction.	Scheduled completion: 2010	Finalize construction, space allocations, and occupy - 2010.
3. Plan to expand the School of Public Health (SPH) Houston campus and expand SPH degree programs statewide	Increase enrollment; faculty/research	New space will consolidate operations and allow efficient planned growth; increase student numbers and make degree programs more accessible throughout the state	Obtain funding sources by FY 2010	Develop funding sources; increase student numbers and improve degree program accessibility statewide.
4. Develop major fund raising initiatives	\$ committed.	FY09 YTD: \$17.3M	2010-\$40M	Development priorities for philanthropy and alumni set by institution and each component dean.
5. Maintain and build MSRDP financial performance	Increase # of outpatient visits and revenue received	FY09: (8 months ended April 09) Total Revenue: \$156,335,519	Grow revenue stream, earn 3% margin	Continue positive financial performance.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 09-10, 10-11
1. Prioritize Dental Branch Leadership	Add 1 FTE; lead DB expansion	New dean-FY2010	Interim Dean named 04/09; search committee established.
2. Recruit to utilize new Research Park space (BREF 5, BREF 6 [Vivarium], CABIR 6)	Achieve at least \$250 in research expenditures per s.f. of research space	75% occupancy by 2011	Complete build out of available shell space and populate.
3. Launch Quality Enhancement Plan as educational improvement effort	Add 2 FTE (A&P); enhance SACS re-accreditation effort	Successful SACS re-accreditation	Recruit and develop QEP office; integrate with SACS ongoing efforts.

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IV. UT System Strategic Plan Initiatives

a. New Clinical Programs/Products

UTHSC-Houston leadership is implementing cross-cutting priorities with product line potential: clinical and translational research, neurosciences, diabetes and obesity, with informatics spanning all areas. The deans and President are aligning opportunities as part of the HSC-H long-range planning process.

b. Information Security Plan

UTHSC-Houston recognizes the critical importance of maintaining a secure infrastructure. UTHSC-H's information security team, via the institutional Information Security Program, specifies a series of current and proposed IT initiatives designed to provide and enforce IT Security policies, network security (firewalls, IPS/IDS, VPN, wireless), provides security awareness training, disaster recovery planning and testing, as well as security incident response.

V. Summary of STARS and Special PUF Investments

a. Summary of investments:

	FY 05	FY 06	FY 07	FY 08	FY 09	Description/Metrics of Impact
STARS Program	--	\$3,000,000	--	\$1,500,000	\$2,500,000	Recruitment involves new concepts of drug development for treatment of cardiovascular disease, which involves multi-institutional collaborations.
ENTER Program	--	\$630,428	\$938,307	\$226,149	--	Increase the number of student learning days, total patient visits, and clinic revenues.

VI. New Faculty Positions Projected to 2012

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total FY 06 – FY 12
STEM	2	5	8	10	5	5	8	43
Medical/Health	9	15	13	13	18	27	30	125
Total	11	20	21	23	23	32	38	168

Comments: Reflects net new faculty (headcount). STEM = School of Health Information Sciences (SHIS) and IMM; Medicine/Health = Medicine, Dentistry, Nursing, and Public Health. Excludes Graduate School of Biomedical Sciences; GSBS faculty are counted in the school of their primary appointment.

VII. Status of Campus Strategic/Long-Range Plan: The health science center leadership initiated a review of performance indicators for each component, and, in FY2008, developed a comprehensive institutional "Report Card" against which performance gaps are identified and prioritized through each budget and planning cycle. We are also moving forward with our decennial SACS re-accreditation process as well, through FY2010.

VIII. Campus Consultation to Develop Compact: UTHSC-Houston's academic and administrative leadership continues to meet, developing and refining this Compact's priorities and metrics. This Compact is published and maintained online and offers an ongoing opportunity for faculty, staff, and students to comment, offer suggestions, and pose questions.

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IX. Budget

The University of Texas Health Science Center at Houston					
Operating Budget					
Fiscal Year Ending August 31, 2009					
				Budget	
	FY 2007	FY 2008	FY 2009	Increases (Decreases)	
	Actual	Adjusted	Operating	From 2008 to 2009	
		Budget	Budget	Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 21,659,223	20,613,309	21,430,567	817,258	4.0%
Federal Sponsored Programs	144,686,931	148,837,664	149,506,057	668,393	0.4%
State Sponsored Programs	2,140,561	10,498,805	17,200,549	6,701,744	63.8%
Local and Private Sponsored Programs	113,082,399	132,037,719	128,544,544	(3,493,175)	-2.6%
Net Sales and Services of Educational Activities	39,278,997	40,041,100	35,295,449	(4,745,651)	-11.9%
Net Sales and Services of Hospital and Clinics	25,479,159	31,869,150	51,347,504	19,478,354	61.1%
Net Professional Fees	126,654,129	107,427,873	114,588,208	7,160,335	6.7%
Net Auxiliary Enterprises	23,970,896	25,858,156	24,572,545	(1,285,611)	-5.0%
Other Operating Revenues	9,749,092	5,744,672	5,965,930	221,258	3.9%
Total Operating Revenues	525,968,387	522,928,448	548,451,353	25,522,905	4.9%
Operating Expenses:					
Instruction	268,016,189	305,772,517	309,696,242	3,923,725	1.3%
Academic Support	24,221,001	25,416,076	25,277,166	(138,910)	-0.5%
Research	152,505,771	142,764,980	157,808,452	15,043,472	10.5%
Public Service	17,190,116	24,090,972	14,885,735	(9,205,237)	-38.2%
Hospitals and Clinics	65,326,670	74,538,699	94,395,221	19,856,522	26.6%
Institutional Support	66,113,052	69,636,111	71,029,396	1,393,285	2.0%
Student Services	5,167,493	5,205,107	5,219,137	14,030	0.3%
Operations and Maintenance of Plant	27,846,765	26,249,350	31,607,873	5,358,523	20.4%
Scholarships and Fellowships	3,814,256	3,404,232	4,208,595	804,363	23.6%
Auxiliary Enterprises	16,945,264	21,273,044	21,238,024	(35,020)	-0.2%
Depreciation and Amortization	32,965,817	34,655,665	37,379,571	2,723,906	7.9%
Total Operating Expenses	680,112,394	733,006,753	772,745,412	39,738,659	5.4%
Operating Surplus/Deficit	(154,144,007)	(210,078,305)	(224,294,059)	(14,215,754)	6.8%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF (Non-capitalized)	153,568,133	169,289,401	170,068,798	779,397	0.5%
Gifts in Support of Operations	10,700,795	11,780,100	19,519,383	7,739,283	65.7%
Net Investment Income	19,420,089	17,378,944	21,208,760	3,829,816	22.0%
Other Non-Operating Revenue	4,353,932	5,705,255	5,843,718	138,463	2.4%
Other Non-Operating (Expenses)	(232,559)	-	-	-	-
Net Non-Operating Revenue/(Expenses)	187,810,390	204,153,700	216,640,659	12,486,959	6.1%
Transfers and Other:					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(6,906,277)	(8,274,927)	(7,998,221)	276,706	-3.3%
Total Transfers and Other	(6,906,277)	(8,274,927)	(7,998,221)	276,706	-3.3%
Budget Margin (Deficit)	26,760,106	(14,199,532)	(15,651,621)	(1,452,089)	10.2%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	1,000,000	1,000,000	-	0.0%
Net Inc./(Dec.) in Fair Value of Investments	32,608,991	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	8,880,113	10,430,000	10,900,000	470,000	4.5%
HEAF (Capitalized)	-	-	-	-	-
Additions to Permanent Endowments	8,383,952	9,800,000	12,500,000	2,700,000	27.6%
Transfers for Debt Service - Principal	(10,760,795)	(10,678,579)	(11,474,504)	(795,925)	7.5%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	49,579,568	2,960,000	14,500,000	11,540,000	389.9%
SRECNA Change in Net Assets	\$ 15,451,935	(688,111)	11,773,875	12,461,986	-1811.0%
Total Revenues and AUF Transfers	\$ 714,011,336	727,082,148	765,092,012	38,009,864	5.2%
Total Expenses (Including Transfers for Interest)	(687,251,230)	(741,281,680)	(780,743,633)	(39,461,953)	5.3%
Budget Margin (Deficit)	\$ 26,760,106	(14,199,532)	(15,651,621)	(1,452,089)	
Reconciliation to Use of Prior Year Balances					
Depreciation		34,655,665	37,379,571		
Capital Outlay		(6,851,355)	(6,726,385)		
HEAF (Capitalized)		-	-		
Transfers for Debt Service - Principal		(10,678,579)	(11,474,504)		
Budgeted Transfers		62,382	29,771		
Use of Prior Year Balances		2,988,581	3,556,832		

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X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduate Enrollment	264	332	359	346	381	403	408	792	777
Biomedical Sciences*								50	41
Dental		74	78	74	76	86	91	88	83
Health Information Sciences*								37	46
Medical*								53	40
Nursing		258	281	272	305	317	316	406	410
Public Health*							1	158	157
Graduate/professional	2,879	2,954	2,975	3,059	3,018	3,184	3,243	2,982	3,088
Biomedical Sciences		443	465	490	514	539	544	528	529
Dental		340	335	324	301	304	348	364	388
Health Information Sciences		64	62	74	64	55	73	43	53
Medical		829	825	837	847	869	912	881	923
Nursing		388	402	426	455	492	437	365	349
Public Health		890	885	908	837	925	929	801	846
Total enrollment	3,143	3,286	3,334	3,405	3,399	3,587	3,651	3,774	3,865
*No enrollment reported to the THECB for 2000-2006									
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Enrollment by ethnicity									
White	1,926	1,948	1,950	1,939	1,882	1,954	1,910	1,909	1,902
African American	173	210	196	189	200	230	254	267	292
Hispanic	322	380	392	425	411	447	447	469	504
Asian American	425	430	457	448	436	479	471	536	559
Native American	16	17	11	16	15	11	21	30	19
International	265	276	279	299	401	405	477	503	508
Unknown	16	25	49	89	54	61	71	60	81
Total enrollment	3,143	3,286	3,334	3,405	3,399	3,587	3,651	3,774	3,865
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Certificates and degrees									
Biomedical Sciences	74	67	75	86	77	84	96	94	94
Dental	146	143	156	132	149	165	142	148	152
Health Information Sciences	3	15	12	9	25	18	14	11	12
Medical	201	186	214	185	191	185	205	215	187
Medical Academics	0	0	0	1	3	3	2	3	2
Nursing	213	232	208	233	249	291	282	307	312
Public Health	142	147	154	147	213	200	207	180	188
Total certificates and degrees	779	790	819	793	907	946	948	958	947
<i>fiscal year</i>	1999	2000	2001	2002	2003	2004	2005	2006	2007
Licensure exam pass rates									
Health Professions	100.0%	97.0%	97.4%	100.0%	100.0%	97.3%	86.5%	100.0%	100.0%
Dentistry	95.0%	99.0%	96.5%	96.7%	91.3%	94.1%	96.8%	96.7%	99.0%
Medicine	95.0%	91.0%	91.0%	91.0%	91.0%	90.0%	94.0%	90.6%	95.1%
Nursing (BSN)	95.0%	91.0%	94.0%	97.0%	94.0%	95.0%	90.3%	92.0%	88.0%
Nursing (MSN)	55.0%	62.0%	66.0%	73.0%	68.0%	61.0%	72.0%	100.0%	100.0%
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total research expenditures		\$128,161,248	\$140,827,726	\$152,117,064	\$150,222,206	\$156,519,695	\$175,153,808	\$191,724,126	\$197,251,749
Federal research expenditures		\$91,267,003	\$101,738,767	\$111,170,193	\$110,438,174	\$116,397,631	\$122,870,079	\$131,879,012	\$129,276,731
Total NIH awards (\$)	\$79,440,110	\$83,903,275	\$90,452,217	\$89,956,123	\$80,515,380	\$81,548,352	\$89,210,693	\$84,409,768	\$91,853,659