

## UT Pan American Compact for FY 10 – FY 11

**Mission:** UTPA serves the higher education needs of a rapidly-growing, international, multicultural population in the South Texas Region. The University preserves, transmits, and creates knowledge to serve the cultural, civic, and economic advancement of the region and the state. The University provides students advanced instruction in academic programs offered through innovative delivery systems that lead to professional certification and baccalaureate, master's, and doctoral degrees. Through teaching, research, creative activity, and public service, UTPA prepares students for lifelong learning and leadership roles in the state, nation, and world community.

### Top 5 Priorities for FY 10 – FY 11:

1. Improve 4-, 5-, and 6-year graduation rates.
2. Implement and refine UTPA's Southern Association of Colleges and Schools Quality Enhancement Plan (QEP): "Engaging Learning for Mexican American Students in Gatekeeper Mathematics Courses."
3. Improve organizational efficiency and effectiveness.
4. Increase research expenditures to \$10 million by 2010 and the number of doctoral programs to 6 by 2020.
5. Increase the number of science, technology, engineering, math, nursing and allied health graduates at all degree levels by 75% from 2005 to 2015.

### 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)	64.4% (2001 cohort) 67.5% (2006 cohort)	70.9% (2007 cohort)	75% (2010 cohort)	Contributing factors: Academic Advising Center, college-based advisors, Learning Framework Course, improved online services for financial aid, online degree audit, and admission standards.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	7.8% (1998 cohort) 13.2% (2002 cohort)	13.2% (2003 cohort)	18% (2010 cohort) 26% (2015 cohort)	Reported cohorts did not have interventions to improve graduation rates. UTPA focused on retention/graduation interventions beginning in Fall 2004. Increasing admissions criteria began Fall 2005.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	24.6% (1996 cohort) 32.4% (2000 cohort)	33.9% (2001 cohort)	35% (2010 cohort) 53% (2015 cohort)	Reported cohorts did not have interventions to improve graduation rates. UTPA focused on retention/graduation interventions beginning in Fall 2004. Increasing admissions criteria began Fall 2005.
Pass rate of freshmen in gatekeeper (barrier to student progress) math course MATH 1300 (AY)	43.2% (AY2007) 39.9% (AY2008)	45.3% (AY2009)	60% (AY2015)	The QEP was piloted in AY2007. The change in the freshman pass rate for MATH 1300 is largely a result of this initiative. Next year the focus will expand to tracking improvements in MATH 1334.
Research expenditures per fiscal year (THECB report)	\$4.3M (2004) \$5.8M (2005)	\$6.8M (2006), \$7.2M (2007) \$8.5M (2008)	\$10M (2010)	The University is assessing faculty performance criteria for maintenance of reduced teaching loads of faculty hired prior to 2005 in accordance with the Handbook of Operating Procedures.
Peer reviewed state/regional, etc. papers/presentations co-authored by undergraduate students with faculty	31 (2006)	103 (2007) 275 (2008)	350 (2010)	The intent of this metric is to measure UTPA's achievement of its vision to be "the premiere learner-centered research institution in the State of Texas."
Endowment	\$32M (1999)	\$58M (2006) \$67M (2007) \$62M (2008)	\$75M (2015)	UTPA and UTPA Foundation endowments have lost as much as 1/3 of their value in the last few months. Based on current market conditions, the goal for 2015 has been reduced.

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Indicator	Past	Current	Goal	Explanation
5-year retention of tenure track faculty	58% of fall 2001 cohort was retained	59% of fall 2002 cohort; 62% of Fall 2003 cohort	73% of fall 2006 cohort will be retained	To reach the goal, the recruitment cycle has been modified, target salary offers are market and discipline sensitive, and a faculty development program is underway.

### II. Update Strategic Initiatives from 2008 Compact

#### a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Achieve an integrated marketing strategy	Increased public awareness	2003 survey results showed 30% of Valley constituents had positive perception of UTPA, which increased to 36% in 2006	42% positive perception in 2010	A marketing audit conducted during spring 2009 will provide direction for the marketing initiative to be institutionalized. A marketing plan will be folded into the University Advancement annual divisional planning process.

#### b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Implement the UTPAdvantage.	# of students from low income families who enter and graduate	451 unduplicated students participated in FY09, below target of 675. Fall 2007 cohort retention was 71%, same as entire cohort.	675 FY09, 725 FY10 1-yr retention rate -- 75% 4yr graduation rate -- 20%	ESS will study ways to enhance the UTPAdvantage program including a review of raising the minimum family income as well as other features that may be added.
2. Increase access to a wide variety of graduate programs that meet the needs of students, educational agencies, and business and industry.	The proportion of graduate SCH will increase from falls: 2006 (7.2%), 2007 (7.3%) 2008 (7.5%).	The proportion of graduate SCH has been steadily increasing because we hired a graduate recruiter in spring 2008, and we offer a GMAT preparation course. An additional recruiter was hired in spring 2009 to focus on international recruiting.	Graduate SCH will be 16% of total in fall 2015	PhD in Rehabilitation Counseling is accepting students for fall 2009. PhDs in Clinical Psychology and Manufacturing Engineering are at the final proposal development and should be submitted to THECB by year-end. MS in Health Science is under development for submission AY2010-2011.
3. Implement the Sophomore Academic Mentoring (SAM) Program in FY2008.	Increased retention of sophomores to juniors	Retention rate to the third Fall: fall 2004 EF cohort = 53.8% fall 2005 EF cohort = 59.3% fall 2006 EF cohort = 56.5%	70% (2010)	In FY09, 75 mentors will be hired and assigned 15 protégés (sophomore students) with 1.8 to 2.5 GPAs, bringing the total number of mentors to 150, impacting 2,250 students. A grant submitted spring 2009 would match 18 mentors with 10 protégés each to impact 280 students.
4. Improve course completion rates decrease time-to-degree and improve graduation rates.	Improve SCH completion at end of semester.	SCH completion at end of semester improved from 90.2% in fall 2006, to 91.2% in fall 2007, to 93.5% in fall 2008.	97.4% by 2015 (This is top state rate fall 2006.)	In fall 2009, will institute earlier date for "Early Warning System" and automate system through Banner to send emails to instructors, advisors and at risk students in core courses.

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	Impact (Metrics)	Analysis	Goal	Next Steps
5. Establish Regional Rapid Response Manufacturing (RRM) Campus Center at UTPA with WIRED grant (Workforce Innovation for Regional Economic Development).	2010: Campus RRM Center, 100 students know Lean Sigma, 15 RRM projects for business, 2 entrepreneurship academies.	UTPA's campus RRM Center was opened in 2007. 5 cohorts totaling 70 students were educated by end of AY2009. 15 projects were completed by end of AY2009. 2 entrepreneurship academies held in 2008.	Build Center for Rapid Response Manufacturing /NAAMREI Office HQ in Rio South Texas Region.	1. Educate 2 more cohorts of students by end of AY2010 to total 100. 2. Approach companies to pay for student services/projects to become self-sustaining. 3. Seek \$29 million in funding for the RRM/NAAMREI Headquarters. 4. Partner with UTSA's Center for Innovation Technology Entrepreneurship.

### III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 09-10, 10-11
1. Increase institutional research capacity. Rationale: To strengthen the emerging research capabilities of faculty at UTPA as the institution gains doctoral Carnegie status. Strategy: Develop collaborative research and joint appointments between Regional Academic Health Center (RAHC) faculty and UTPA faculty.	Number of joint faculty appointments increases. Number of courses taught by faculty at their secondary institutions increases.	10 joint faculty appointments by AY2010-2011. 8 courses by AY2010-2011.	1. Develop Memorandum of Understanding with resources for support areas between RAHC and UTPA. 2. Process credentials of joint appointment nominees through tenure/promotion process of secondary institutions.
2. Increase access to higher education in the Rio Grande Valley. Rationale: To facilitate McAllen-based residents' obtaining baccalaureate and graduate degrees, and concurrently to enhance transfer rates from South Texas College. Strategy: Develop the McAllen Teaching Site.	UTPA has physical presence in temporary site in McAllen Expressway 83 corridor. Offer courses to new and current UTPA students.	100 students enrolled by AY 2010; 350 by AY 2011. 10 courses offered.	1. Sign lease for temporary facility. 2. Schedule and market courses primarily in evening. 3. Conduct courses in January 2010.

### IV. UT System Strategic Plan Initiatives

#### a. Enrollment Management Plan Development and Targets

The Enrollment Management Council submitted a Strategic Enrollment Management (SEM) Plan 2007-2010 to UT System, consisting of seven sub-plans: Access, Recruitment, Marketing, Academic, Financial, Retention, and Graduation. The SEM Plan complements the university's mission, vision, and goals while remaining sensitive to the university's geographic location. With recommendations from UT System, the plan is evaluated each fall to determine feasibility or necessary changes, with special attention given to graduate student enrollment, student/faculty ratio, marketing, transfer student retention efforts, and the inclusion of cost estimates associated with given strategies.

One technical improvement made in Spring 2009 was entering the objectives and strategies in the SEM Plan into UTPA's planning and assessment software, "TracDat", which facilitates tracking and reporting activity related to the SEM Plan, increases communication across campus on the Plan, and assists in the development of cross-institutional collaborative opportunities.

The major targets by sub-plan are:

- Access: Increase concurrent enrollment 5% per year; maintain 25 area Go Centers.
- Recruitment: Increase entering freshmen to 2,900 in Fall 2009, new transfers by 50 per year through 2011, graduate student enrollment to 17.5% of total enrollment.
- Marketing: Increase UTPA visibility in all markets, including increasing awareness of graduate programs.
- Academic: Increase STEM and Health Professions degrees awarded by 75% from 2005 to 2015, and certified teachers by 22%.
- Financial: Maintain affordable tuition and fees while providing appropriate resources and adequate financial aid.
- Retention and Graduation: See Compact Section I. Performance Summary Table and Analysis for targets.

In fall 2011, the ACT minimum requirement will increase from a 17 to an 18 composite. UTPA's enrollment targets are: 18,000 for 2010; 20,000 for 2015; and 22,000 for 2020.

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### b. Financial Management Plan

Construction cost increases and unexpected building remediation have placed increased pressure on UTPA's finances. (The unexpected brick veneer remediation on our buildings alone cost \$2.6M.) However, UTPA remains financially stable even in what looks like a dismal period in the country and the State. UTPA has a relatively healthy Operating Expense Coverage ratio of 3.1 months. On the other hand, our operating margin indicates that we are spending every dollar that comes in and thus we are unable to strengthen our reserve position. Through fiscal discipline we plan to substantially reduce our operating deficit in FY 09. On the revenue side, our low tuition and fee rates (UTPA is the 10th largest public institution in Texas operating with an academic cost that is 30th lowest of the 34 institutions) and anemic state operating funds support may begin to stunt our ability to improve the institution.

### c. Information Security Plan

The UTPA IT Security Plan focuses on six areas: 1) A campus-wide Information Technology security awareness program including email alerts, security posters, briefings, website notices, and committee meetings of the Information Security Administrators from each division. 2) Enhancing security through continuing education for university faculty and staff using training received from UT System Administration with emphasis placed on protecting personally identifiable information; strengthening security staff through continuing education using courses from SANS, Information System Audit and Control Association, and System Administration. 3) Providing oversight of Information Technology projects to ensure security concerns are addressed during the development and implementation of projects. 4) Identifying security risks through server registration, confidential data registration, penetration tests, and providing security assessments for new systems and software proposed for the campus environment. Assessment of these risks is then done using the UT System risk assessment tool. 5) Maintaining systems to provide the maximum protection for IT resources from both internal and external attacks. These systems include a SPAM filter, firewall, scanning software to verify web code integrity, physical security using electronic locks on all common room doors providing an audit trail, and securing connections to the network using secure private connections. 6) Ensuring standardized configurations of servers and desktops using a configuration management system.

### V. System Contributions and Investments

System contributions: The Office of Telecommunication at the System office and other technology vendors are working diligently to ensure a quality of service for our internet connection in the Rio Grande Valley. The expected and needed bandwidth is essential for the continued growth of our educational efforts and our ability to participate in the UT System Regional Data Center initiative. The Office of External Relations made available \$257,600 to strengthen institutional fundraising efforts throughout the System, and offered free training for Development Office staff. The Office of General Counsel, which only handles university-wide legal issues and suits referred by the President, has provided significant advice and counsel on these matters. The Government Relations Office provides assistance on legislative matters, as well as advice on handling related situations; the University appreciates this valuable assistance and expertise especially during the legislative session. As the state continues to deliver incentive funding, we will need System assistance to assure that UTPA's efforts are recognized. Given the new process for doctoral approvals, we will need System guidance and support. We also anticipate System assistance in marketing UTPA (telling our story) to other areas of the State and across the nation. We need the System's help with UTPA's two "New Strategic Initiatives", in Section IV above.

### VI. Number of 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	8	0	4	3	0	12	12	39
Medical/Health	3	0	0	2	0	4	4	13
College of Arts and Humanities	4	0	5	8	0	16	9	42
College of Business Administration	1	0	0	2	0	3	1	7
College of Education	5	0	0	2	0	11	8	26
College of Social and Behavioral Sciences	1	0	1	4	0	11	7	24
<b>Total</b>	<b>22</b>	<b>0</b>	<b>10</b>	<b>21</b>	<b>0</b>	<b>57</b>	<b>41</b>	<b>151</b>

Comments: No new positions in FY07 or FY10 due to budget constraints. Budgetary constraints have also limited the number of new faculty positions in FY08 and FY09. STEM includes all of the College of Science and Engineering. Medical/Health includes all of the College of Health Sciences and Human Services.

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### **VII. Status of Campus Strategic/Long-Range Plan:**

UTPA is in the 4th year of a seven-year strategic planning cycle, "UTPA 2012". Plans are being used at all levels to move the institution forward. Implementation of TracDat™ software in spring 2008 and ongoing training in its use as well as the writing of outcome measures are improving assessment, campus-wide plan alignment, and communication. UTPA will prepare for a new planning cycle in 2011 under the leadership of a new president.

### **VIII. Campus Consultation to Develop Compact:**

Executive Committee (EC) developed a draft Compact in Spring 2009. An online survey for comment on the draft was sent to all faculty, staff and students, with 417 responding. On average, 79% rated the 23 sections as satisfactory or above. Fourteen recommendations for improvement from the Stewardship Coordinating Council were included in the final version by EC. Forty six pages of written comments from the survey were reviewed by the President and Vice Presidents for process improvements.

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### IX. Budget

#### The University of Texas - Pan American Operating Budget Fiscal Year Ending August 31, 2009

	FY 2007 Actual	FY 2008 Adjusted Budget	FY 2009 Operating Budget	Budget Increases (Decreases) From 2008 to 2009	
				Amount	Percent
<b>Operating Revenues:</b>					
Tuition and Fees	\$ 41,577,880	51,427,516	53,992,811	2,565,295	5.0%
Federal Sponsored Programs	49,707,249	48,657,028	49,809,522	1,152,494	2.4%
State Sponsored Programs	17,930,827	17,866,883	18,538,473	671,590	3.8%
Local and Private Sponsored Programs	2,569,664	2,072,668	2,576,255	503,587	24.3%
Net Sales and Services of Educational Activities	5,248,329	5,512,521	6,573,676	1,061,155	19.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	4,966,284	5,550,507	6,234,111	683,604	12.3%
Other Operating Revenues	1,591,752	247,457	34,200	(213,257)	-86.2%
<b>Total Operating Revenues</b>	<b>123,591,985</b>	<b>131,334,580</b>	<b>137,759,048</b>	<b>6,424,468</b>	<b>4.9%</b>
<b>Operating Expenses:</b>					
Instruction	72,785,450	80,201,893	84,732,798	4,530,905	5.6%
Academic Support	11,448,261	13,497,731	14,677,639	1,179,908	8.7%
Research	5,956,510	6,370,594	6,320,028	(50,566)	-0.8%
Public Service	7,471,046	9,125,811	8,201,365	(924,446)	-10.1%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	19,548,531	20,603,601	21,106,380	502,779	2.4%
Student Services	13,884,547	13,502,639	14,088,609	585,970	4.3%
Operations and Maintenance of Plant	13,516,144	19,448,978	19,346,312	(102,666)	-0.5%
Scholarships and Fellowships	31,076,758	30,511,667	30,623,485	111,818	0.4%
Auxiliary Enterprises	10,987,569	14,561,235	15,584,547	1,023,312	7.0%
Depreciation and Amortization	15,994,340	16,981,716	16,172,963	(808,753)	-4.8%
<b>Total Operating Expenses</b>	<b>202,669,156</b>	<b>224,805,865</b>	<b>230,854,126</b>	<b>6,048,261</b>	<b>2.7%</b>
<b>Operating Surplus/Deficit</b>	<b>(79,077,171)</b>	<b>(93,471,285)</b>	<b>(93,095,078)</b>	<b>376,207</b>	<b>-0.4%</b>
<b>Budgeted Nonoperating Revenues (Expenses):</b>					
State Appropriations & HEAF (Non-capitalized)	68,252,725	79,623,404	80,286,777	663,373	0.8%
Gifts in Support of Operations	2,839,530	1,619,992	1,939,792	319,800	19.7%
Net Investment Income	3,374,111	1,780,800	2,964,966	1,184,166	66.5%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
<b>Net Non-Operating Revenue/(Expenses)</b>	<b>74,466,366</b>	<b>83,024,196</b>	<b>85,191,535</b>	<b>2,167,339</b>	<b>2.6%</b>
<b>Transfers and Other:</b>					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(3,268,109)	(4,414,687)	(4,356,252)	58,435	-1.3%
<b>Total Transfers and Other</b>	<b>(3,268,109)</b>	<b>(4,414,687)</b>	<b>(4,356,252)</b>	<b>58,435</b>	<b>-1.3%</b>
<b>Budget Margin (Deficit)</b>	<b>(7,878,914)</b>	<b>(14,861,776)</b>	<b>(12,259,795)</b>	<b>2,601,981</b>	<b>-17.5%</b>
<b>Reconciliation to Change in Net Assets:</b>					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	5,613,875	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	213,449	150,000	150,000	-	0.0%
HEAF (Capitalized)	6,683,146	6,916,800	7,454,700	537,900	7.8%
Additions to Permanent Endowments	486,248	400,000	400,000	-	0.0%
Transfers for Debt Service - Principal	(4,759,810)	(7,920,717)	(8,195,955)	(275,238)	3.5%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	14,917,865	8,008,775	6,940,136	(1,068,639)	-13.3%
<b>SRECNA Change in Net Assets</b>	<b>\$ 15,275,859</b>	<b>(7,306,918)</b>	<b>(5,510,914)</b>	<b>1,796,004</b>	<b>-24.6%</b>
<b>Total Revenues and AUF Transfers</b>	<b>\$ 198,058,351</b>	<b>214,358,776</b>	<b>222,950,583</b>	<b>8,591,807</b>	<b>4.0%</b>
<b>Total Expenses (Including Transfers for Interest)</b>	<b>(205,937,265)</b>	<b>(229,220,552)</b>	<b>(235,210,378)</b>	<b>(5,989,826)</b>	<b>2.6%</b>
<b>Budget Margin (Deficit)</b>	<b>\$ (7,878,914)</b>	<b>(14,861,776)</b>	<b>(12,259,795)</b>	<b>2,601,981</b>	
<b>Reconciliation to Use of Prior Year Balances</b>					
Depreciation		16,981,716	16,172,963		
Capital Outlay		(8,897,200)	(8,959,000)		
HEAF (Capitalized)		6,916,800	7,454,700		
Transfers for Debt Service - Principal		(7,920,717)	(8,195,955)		
Budgeted Transfers		(792,055)	(338,664)		
<b>Use of Prior Year Balances</b>		<b>(8,573,232)</b>	<b>(6,125,751)</b>		

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### X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduate headcount	11,186	11,971	12,509	13,870	14,788	14,942	15,076	15,187	15,336
Graduate/professional headcount	1,574	1,669	1,883	2,045	2,242	2,106	2,261	2,248	2,198
Total enrollment	12,760	13,640	14,392	15,915	17,030	17,048	17,337	17,435	17,534
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005	2006	2007
1st year persistence	60.0	61.0	64.4	66.3	66.0	67.3	72.1	67.5	70.9
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002	2003
4-year graduation rate	5.3%	5.9%	6.2%	7.8%	8.4%	10.2%	9.6%	13.2%	13.2%
5-year graduation rate	15.3%	15.8%	17.7%	18.0%	21.5%	23.2%	22.9%	27.6%	
6-year graduation rate	22.9%	24.6%	26.2%	26.7%	30.0%	32.4%	32.2%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Baccalaureate degrees granted	1,340	1,431	1,597	1,634	1,894	1,987	2,287	2,409	2,420
Master's degrees	412	359	430	379	489	525	580	608	654
Doctorate degrees	7	8	10	8	11	12	4	10	24
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty	645	592	645	697	742	771	792	790	819
Administrative		76	84	82	80	89	108	121	120
Other, Non-Faculty		1,521	1,366	1,434	1,599	1,646	1,728	1,899	1,944
Student employees		601	780	812	660	715	687	638	696
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
FTE student / FTE faculty ratio	20 to 1	21 to 1	21 to 1	21 to 1	21 to 1	20 to 1	24 to 1	26 to 1	26 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Federal research expenditures	\$1,149,325	\$1,324,426	\$1,394,780	\$1,895,223	\$2,666,191	\$3,770,457	\$4,237,445	\$4,182,243	\$4,731,301
<i>fiscal year</i>			01-02	02-03	03-04	04-05	05-06	06-07	07-08
Tuition & Fees / FTE student			\$1,350	\$1,680	\$1,660	\$1,700	\$2,030	\$2,230	\$2,760
State Appropriations / FTE student			\$4,730	\$4,510	\$4,200	\$4,010	\$4,410	\$4,330	\$4,770
<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	8/31/2008
Endowment total value	\$35,188	\$35,193	\$32,032	\$35,493	\$50,749	\$54,310	\$58,568	\$67,204	\$62,063
(in \$ thousands)									