

UT San Antonio Compact for FY 10 – FY 11

Mission: The University of Texas at San Antonio is dedicated to the advancement of knowledge through research and discovery, teaching and learning, community engagement, and public service. As an institution of access and excellence, UTSA embraces multicultural traditions, serving as a center for intellectual and creative resources as well as a catalyst for socioeconomic development – for Texas, the nation and the world.

Top 5 Priorities for FY 10 – FY 11:

1. Enhance the undergraduate experience.
2. Build research capacity through faculty hiring.
3. Implement an enrollment management (EM) plan.
4. Align budget and budget processes with the Strategic Plan.
5. Close the gaps in infrastructure needed to fulfill the Mission.

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)	60.0% (2001) 65.9% (2006)	58.3% (2007)	75% (2008) 78% (2009) 79% (2010)	Continue to make gradual progress; admission criteria increased and on-campus programs developed to identify and assist at-risk students.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	6.3% (1998) 7.7% (2002)	7.4% (2003)	13% (2004) 14% (2005) 16% (2006)	Continue to make gradual progress; admission criteria increased and on-campus programs developed to identify and assist at-risk students.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	25.5% (1996) 28.1% (2000)	29.1% (2001)	36% (2002) 37% (2003) 39% (2004)	Continue to make gradual progress; admission criteria increased and on-campus programs developed to identify and assist at-risk students.
Total Enrollment	28,379 (2006) 28,533 (2007)	28,413 (2008)	29,000 (2009) 29,250 (2010)	Enrollment flattening out partially due to increased admissions criteria. Campus facilities currently at high-rate of utilization, additional increases targeted at key programs and graduate level.
Net Assignable Square Footage Deficit	-811,809 (2006) -745,371 (2007)	-919,291 (2008)	- 846,392 (2016)	Of 42 institutions UTSA has 2nd largest overall space deficit; largest teaching, 3rd largest library deficits; 1 st in classroom utilization. Goal reflects most likely space reduction capability.
Number of New Tenured/Tenure Track Faculty (Positions)	7 (2007) 30 (2008)	4 (net) (2009)	20 (2009) 23 (2010)	Adding new faculty in critical areas continues to be one of our highest priority strategic needs. Our Strategic Implementation Plan addresses this in great detail.
Total Annual Research Expenditures (Millions)	\$32.3 (FY 2007)	\$34.6 (FY 2008)	\$39.1 (FY 2009)	Increases continue based on university-wide efforts and investment in faculty.
Number of Doctoral Degrees Awarded	29 (AY06) 48 (AY07)	61 (AY 2008)	70 (2009) 80 (2010)	Investment in graduate programs in past decade now resulting in degree completions. Additional program approvals in implementation will assist reaching our goal to become national research university.

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II. Update Strategic Initiatives from 2008 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Develop transparent, collaborative system to maximize utilization of funds in alignment with strategic plan; improve processes to enhance efficiency.	Increased funding to strategic initiatives, goals.	Strategic Implementation Plan completed: Strategic Resource Planning Council established with representatives across university and chaired by Provost and VPBA; will enable transparency and facilitation of cost containment programs.	Funding and budgeting aligned with strategic plan	Dissemination of information towards a more transparent budget process; the Council participated in budget planning for the upcoming FY.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Establish intellectual excellence in graduate studies	PhD program statistics: PhD Enrollment; Doctoral degrees awarded; # research partnerships	New PhD approved in ILT; proposal for PhD Mechanical Engineering; EdD collaborative efforts with UT Permian Basin and "Wintergarden" area of S. Texas under review PhD enrollment: Fall 06: 424 Fall 07: 450 Fall 08: 464 PhD degrees awarded: AY 06: 29 AY 07: 48 AY 08: 61	Become a premier research university	Continue to develop/submit PhD programs in key areas; continue to identify best collaborative opportunities and jointly recruit top researchers; expand collaborative research programs between colleges and external partners; new engineering building in fall 09; add faculty in engineering, sciences and minority ed. Secure funding for SALSI, Health, Energy and Sustainability, Security and Human and Social Development.
2. Improve retention and graduation rates: revision of core curriculum to promote student success; implementation of new admissions criteria	Increased retention and graduation rates	Enhanced Freshman admission criteria; reduced acceptance rate from 93% to 88%; increased first to second semester retention from 89.8% in 2007-08 to 90.7% for 2008-09.	Enrich educational experience for student success; affordability	Revision of core curriculum and continued examination of enhanced admissions criteria should be retained as top 5 initiatives for the coming year.
3. Develop, implement faculty, staff hiring to support 5 strategic areas of collaborative excellence	# research programs; # faculty hires; % increase in research exp and non-research sponsored projects	2 new programs: Institute for Conventional, Alternative, & Renewable Energy and the Health Disparities Center. Hired 53 new faculty. Research expenditures increased 7% to \$34.6 M in FY08 (from \$32 M in FY07). increased non-research sponsored projects from \$15.9 M in FY07 to \$17.3 M in FY08.	Become a premier research university	2009: continue hiring of established faculty/researchers; identify additional collaborative areas and expand collaboration among colleges and external partners; complete Engineering Bldg. 2010: recruit National Academies member(s). 2011: expand research opportunities and increase faculty/National Academy members.

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4. Strengthen overall development through capital campaign program to create a sustainable source of private philanthropy to support UTSA's strategic plan; plan UTSA's first comprehensive campaign.	\$ contributed; # alums; reputation	Strengthen infrastructure of development office; strengthen communication area; create measurable objectives for advancement officers designed to enhance productivity	Expand resources and infrastructure	Implement marketing plans; prepare campaign case-stating materials; pre-sell campaign priorities to UTSA alumni, parents, faculty, staff and friends; complete recruitment of campaign volunteer leadership; cultivate and solicit top prospects.
5. Increase investment in our service area to strengthen the communities we serve.	Economic, social impact of UTSA	Economic Impact Study shows UTSA value to community at \$1.2 billion and 15,720 jobs; K-12 outreach 15,000 students; business outreach 30,000 businesses; community outreach 210,000 persons	Serving the public through community engagement	UTSA Outreach Council will complete services inventory and assess alignment with strategic priorities; then adjust service mix, and launch new "Community Connections" website to better promote and manage all service activities.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 09-10, 10-11
1. Enhance Athletics programs	2009-10: increase retail sales for UTSA merchandise by 20%; 2009-11: increase men's basketball attendance by 2,000; season ticket sales to \$109,396; donations to RR Athletic Funds to \$1.9M; increase hosting community events at Convocation Center	Serve the public through community engagement	09-10: SMA place merchandise in more retail stores, market on-line w/greater promotion of goutsa.com. 09-11: increase marketing to faculty, staff, corporations, community and public; assessment, cultivation / solicitation of alumni, high-wealth individuals / corporations; increase graduation / athletic events at Convocation Center
2. Program for early college readiness assessment and remediation with San Antonio ISD.	Increased graduation rate of undergrads through increase in college-ready students admitted	Enrich educational experience for student success;	Fall 2009 Steering Team develop plan; spring 2010 field-test with one cohort; fall 2010 and spring 2011 remediation program in high school; fall 2011 full implementation
3. Improve processes to enhance productivity	Processing cycle time; # of administrative staff per output	Expand resources and infrastructure	3 business processes are being reviewed using lean systems faculty experts, affected department teams and focus groups to streamline and reduce administrative processing costs

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

UTSA's enrollment management (EM) plan, a component of The University of Texas at San Antonio, Strategic Plan, UTSA 2016, targets overall enrollment at 30,000 by the year 2016. The EM plan targets the proportions of undergraduate and graduate enrollment at 85% and 15% respectively. Strategies include enhanced undergraduate and graduate student recruitment, access, and support. The enrollment management plan has incorporated specific targets for the student distribution across academic units, race/ethnic profile, retention rates, and graduation rates. These targets are specified with metrics that will facilitate assessment and future planning cycles.

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b. Financial Management Plan

Given our growth is bounded by resource constraints, four themes encompass UTSA's Financial Management Plan: 1) optimization of existing resources and opportunities for reallocation; 2) linkage of resources to strategic initiatives; 3) establishment of a fee structure appropriate for the services required to deliver a quality educational experience to our students; and 4) formation of community partnerships and major gift development in support of our goals. In addition to the UT System's required macro-view reports, UTSA has implemented a shared-governance resource planning process tied to strategic planning and a financial assessment program to review divisional/departmental budget-to-actual data, perform variance analysis and evaluate various key indicators. Improving our financial reporting data, as well as access to such management information regarding departmental budgets and uses, are critical requirements towards executing this plan.

c. Information Security Plan

The Information Security Program at UTSA is built on initiatives in several areas: training/awareness, policy/practice, compliance with regulatory controls and objectives, technical advancement, and risk management. It is modeled on the UT System Information Security Program, and reviewed on an annual basis by the Chief Information Security Officer for the System. It emphasizes metrics, change management, enhanced disaster recovery, joint purchases, application security, and network redesign. The Information Security staff will be involved in all new IT projects, so that provisions for security are included from the first and reviewed before the promotion to production. The program is supported by advisory teams/committees, including groups that provide input/feedback from the user community, a security management and audit team, a security testing team, a security monitoring team, and an enterprise systems team, including network staff with the information security representatives.

V. System Contributions and Investments

a. Summary of investments:

	FY 05 / FY 06 cumulative awards	Impact (FY 05 and FY 06 cumulative)	FY 07 awards	FY 08 awards
Noncompetitive STARS Awards:	\$2,717,388	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$2,465,246	--
Institutional Match:	--		\$914,396	--
Competitive STARS Awards:	\$2,200,000	Sponsored external funding:..... \$6,128,723	\$490,000	--
		Net return on investment: \$6,276,973		
Institutional Match:	\$2,094,609	Patents issued: 8	--	--
		Patents pending: 4		
		Scientific publications: 123		
		National awards: 7		
		Collaborations: 72		
		Sponsored graduate students: 15		
		Sponsored post-docs: 12		

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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	24	8	20	7	10	10	10	89
Architecture	0	3	3	1	1	1	1	10
Business	4	8	5	2	2	2	2	25
Education/Human Development	12	2	14	3	3	3	3	40
Honors	0	0	0	0	0	0	0	0
Liberal/Fine Arts	8	4	17	6	6	6	6	53
Public Policy	2	3	5	1	1	1	1	14
Total	50	28	64	20	23	23	23	231

Comments: The number of new tenured/tenure track faculty reported on the Performance Summary table (p. 1) reflects a net increase in tenured/tenure-track faculty, while the projected numbers reflect new projected positions based on the Strategic Plan.

VII. Status of Campus Strategic/Long-Range Plan: Team 2016, established to develop and monitor an implementation plan for A Shared Vision UTSA 2016 (the university strategic plan), completed its work in the fall of 2008, after working with the Provost to develop a Strategic Implementation Plan (<http://www.utsa.edu/2016/Implementation/index.html>). The Provost and the VP for Business Affairs now co-chair the Strategic Resource Planning Council to ensure that resources are provided to implement the Strategic Plan. <http://www.utsa.edu/ir/StrategicPlanning/UTSA%20Strategic%20Plan%202007%20-%202016%20FINAL.pdf>

VIII. Campus Consultation to Develop Compact: Executives were given the FY 10 - FY 11 Compact guidelines and template elements. They provided information, including accomplishments and ongoing activities related to last year's compact, as well as plans for future initiatives, for inclusion in the Compact. They worked with their operational managers to provide their input. The Office of the Provost and Vice President for Academic Affairs provided oversight and guidance for development of the FY 09 - FY 10 Compact.

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IX. Budget

The University of Texas at San Antonio					
Operating Budget					
Fiscal Year Ending August 31, 2009					
				Budget	
		FY 2008	FY 2009	Increases (Decreases)	
	FY 2007	Adjusted	Operating	From 2008 to 2009	
	Actual	Budget	Budget	Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 143,464,524	148,687,524	153,259,589	4,572,065	3.1%
Federal Sponsored Programs	60,071,536	62,832,893	63,495,001	662,108	1.1%
State Sponsored Programs	9,572,742	9,551,112	9,917,001	365,889	3.8%
Local and Private Sponsored Programs	3,108,709	2,269,590	3,301,999	1,032,409	45.5%
Net Sales and Services of Educational Activities	6,702,364	5,446,214	4,999,479	(446,735)	-8.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	15,145,902	16,880,811	22,804,312	5,923,501	35.1%
Other Operating Revenues	2,472,392	1,801,475	1,424,285	(377,190)	-20.9%
Total Operating Revenues	240,538,169	247,469,619	259,201,666	11,732,047	4.7%
Operating Expenses:					
Instruction	98,919,660	110,459,363	113,791,791	3,332,428	3.0%
Academic Support	25,717,525	29,353,123	31,876,793	2,523,670	8.6%
Research	25,194,470	29,218,431	27,529,906	(1,688,525)	-5.8%
Public Service	15,079,979	16,509,105	16,819,438	310,333	1.9%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	30,233,802	41,474,158	41,541,010	66,852	0.2%
Student Services	24,516,956	28,408,783	28,208,113	(200,670)	-0.7%
Operations and Maintenance of Plant	31,283,146	34,606,950	37,157,350	2,550,400	7.4%
Scholarships and Fellowships	23,529,392	23,241,888	22,011,948	(1,229,940)	-5.3%
Auxiliary Enterprises	17,063,210	22,579,373	29,574,063	6,994,690	31.0%
Depreciation and Amortization	24,038,596	28,640,312	26,145,000	(2,495,312)	-8.7%
Total Operating Expenses	315,576,736	364,491,486	374,655,412	10,163,926	2.8%
Operating Surplus/Deficit	(75,038,567)	(117,021,867)	(115,453,746)	1568,121	-1.3%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF (Non-capitalized)	98,082,456	114,648,154	114,983,534	335,380	0.3%
Gifts in Support of Operations	3,803,390	3,387,134	5,375,578	1,988,444	58.7%
Net Investment Income	8,530,799	5,686,441	6,295,500	609,059	10.7%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	110,416,645	123,721,729	126,654,612	2,932,883	2.4%
Transfers and Other:					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(5,841,976)	(13,104,694)	(14,588,769)	(1,484,075)	11.3%
Total Transfers and Other	(5,841,976)	(13,104,694)	(14,588,769)	(1,484,075)	11.3%
Budget Margin (Deficit)	29,536,102	(6,404,832)	(3,387,903)	3,016,929	-47.1%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	12,471,640	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	66,356	75,000	150,000	75,000	100.0%
HEAF (Capitalized)	-	-	-	-	-
Additions to Permanent Endowments	3,986,629	3,500,000	4,500,000	1,000,000	28.6%
Transfers for Debt Service - Principal	(13,927,114)	(15,286,634)	(17,632,804)	(2,346,170)	15.3%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	94,016,573	8,100,000	10,166,518	93,565,180	115.1%
SRECNA Change in Net Assets	\$ 26,150,186	(10,016,466)	85,294,473	95,310,939	-95.15%
Total Revenues and AUF Transfers	\$ 350,954,814	371,191,348	385,856,278	14,664,930	4.0%
Total Expenses (Including Transfers for Interest)	(321,418,712)	(377,596,180)	(389,244,181)	(11648,001)	3.1%
Budget Margin (Deficit)	\$ 29,536,102	(6,404,832)	(3,387,903)	3,016,929	
Reconciliation to Use of Prior Year Balances					
Depreciation		28,640,312	26,145,000		
Capital Outlay		(9,300,000)	(7,108,012)		
HEAF (Capitalized)		-	-		
Transfers for Debt Service - Principal		(15,286,634)	(17,632,804)		
Budgeted Transfers		(613,561)	(384,450)		
Use of Prior Year Balances		(2,964,715)	(2,368,169)		

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X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduate	16,707	17,599	19,244	21,242	22,537	23,863	24,738	25,034	24,928
Graduate/professional	2,123	2,284	2,772	3,423	3,638	3,428	3,641	3,499	3,485
Total enrollment	18,830	19,883	22,016	24,665	26,175	27,291	28,379	28,533	28,413
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005	2006	2007
1st year persistence	57.8	62.8	60.0	58.6	51.9	58.0	64.5	65.9	58.3
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002	2003
4-year graduation rate	5.2%	5.5%	6.3%	6.3%	6.1%	6.8%	6.8%	7.7%	7.4%
5-year graduation rate	18.7%	17.8%	18.7%	19.6%	21.8%	20.8%	21.2%	20.8%	
6-year graduation rate	26.6%	25.5%	27.6%	26.9%	29.7%	28.1%	29.1%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Baccalaureate degrees	2,487	2,590	2,637	2,873	2,912	3,272	3,492	3,649	3,596
Master's degrees	616	570	683	641	769	895	867	910	934
Doctorate degrees	4	4	5	6	5	13	29	48	61
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty	879	913	942	969	1,099	1,144	1,197	1,223	1,271
Administrative		189	213	224	243	266	283	311	342
Other, Non-Faculty		1,562	1,630	1,824	1,979	2,142	2,282	2,476	2,681
Student employees		616	648	735	899	996	1,033	1,133	1,260
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Federal research exp	\$7,421,650	\$8,032,790	\$7,641,990	\$10,049,314	\$11,705,185	\$16,174,944	\$21,463,037	\$21,669,297	\$22,574,016
<i>fiscal year</i>			01-02	02-03	03-04	04-05	05-06	06-07	07-08
Tuition & Fees / FTE student			\$2,930	\$3,230	\$4,010	\$4,870	\$5,020	\$5,890	\$6,040
State Appropriations / FTE student			\$4,940	\$4,390	\$3,940	\$3,830	\$4,410	\$4,310	\$4,990
<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	\$24,379	\$23,071	\$21,800	\$25,148	\$30,218	\$36,386	\$44,430	\$53,765	\$54,084
(in \$ thousands)									