

S O U T H W E S T E R N
M E D I C A L S C H O O L



SOUTHWESTERN

THE UNIVERSITY OF TEXAS
SOUTHWESTERN MEDICAL CENTER
AT DALLAS

To the extent provided by applicable law, no person shall be excluded from participation in, denied the benefits of, or be subject to discrimination under any program or activity sponsored or conducted by The University of Texas System or any of its component institutions, on the basis of race, color, national origin, religion, sex, age, veteran status, or disability.

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September 1997

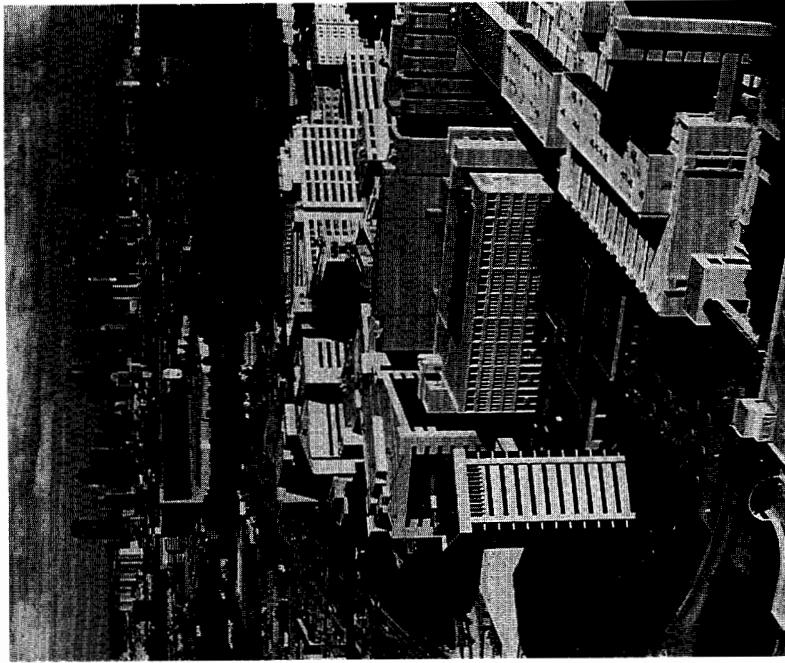
WELCOME

Thank you for your interest in Southwestern Medical School!

UT Southwestern is dedicated to the education of physicians who are thoroughly grounded in the scientific basis of modern medicine, who are inspired to maintain lifelong medical scholarship, and who will care for patients in a responsible and compassionate manner. The faculty and staff are committed to serve society not only by educating future medical practitioners but also by advancing medical science through research.

Students at UT Southwestern have the opportunity to work with world-renowned scientists, participate in patient care at some of the finest clinics and hospitals in the nation, and become part of a diverse and exciting student body, all within the context of the vibrant city of Dallas. The members of each new entering class represent a wide spectrum of personalities, talents, and life experiences. The faculty at UT Southwestern strive to create an atmosphere in which every student can achieve to the extent of his or her ability.

This booklet will provide you with an overview of Southwestern Medical School. Through it you should get a clear sense of the school's history, mission, and commitment to teaching, research, and service. It will also explain how you can become a part of UT Southwestern.



AN INTRODUCTION TO UT SOUTHWESTERN

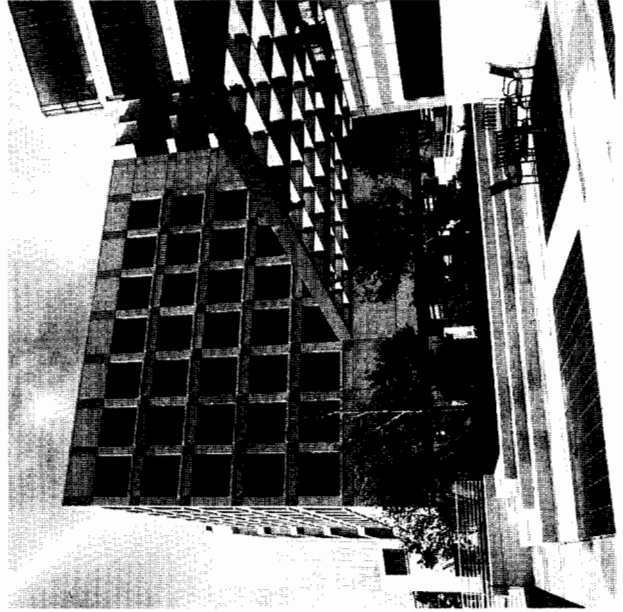
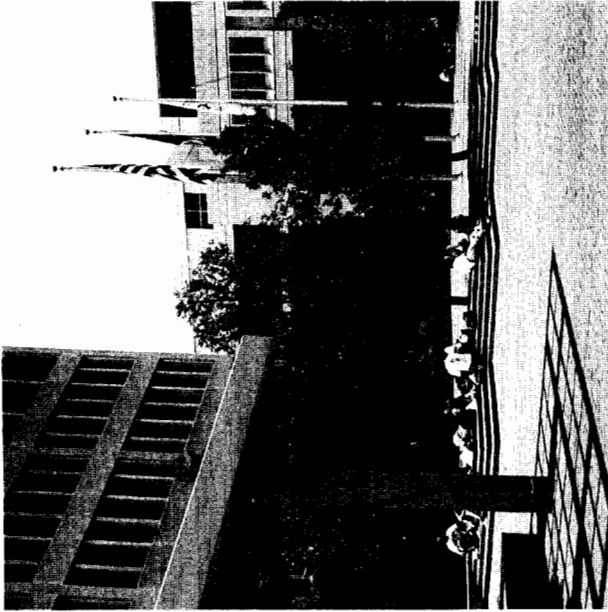
When Southwestern Medical College was founded in 1943, it was a small wartime medical school housed in a handful of abandoned barracks. By 1949 it had prospered sufficiently to become the second medical school in The University of Texas System.

In 1972 the scope of the medical school was expanded to that of a full-fledged health science center.

The University of Texas Southwestern Medical Center at Dallas now ranks among the top academic medical centers in the nation.

The center includes three degree-granting institutions: Southwestern Medical School, Southwestern Graduate School of Biomedical Sciences, and Southwestern Allied Health Sciences School.

- The three schools currently train more than 3,400 medical, graduate, and allied health students, residents, and postdoctoral fellows each year.
- UT Southwestern supports more than 1,900 research projects annually, totaling more than \$1.50 billion.
- Faculty members and residents provide care for approximately 75,000 hospitalized patients and oversee more than 1.4 million outpatient visits a year.
- UT Southwestern has approximately 5,000 employees and an annual operating budget of almost \$500 million.



The Fund for Molecular Research, the largest fund-raising campaign for research ever undertaken by an American medical school, exceeded its goal in 1995, providing UT Southwestern with more than \$160 million to support biomedical research.

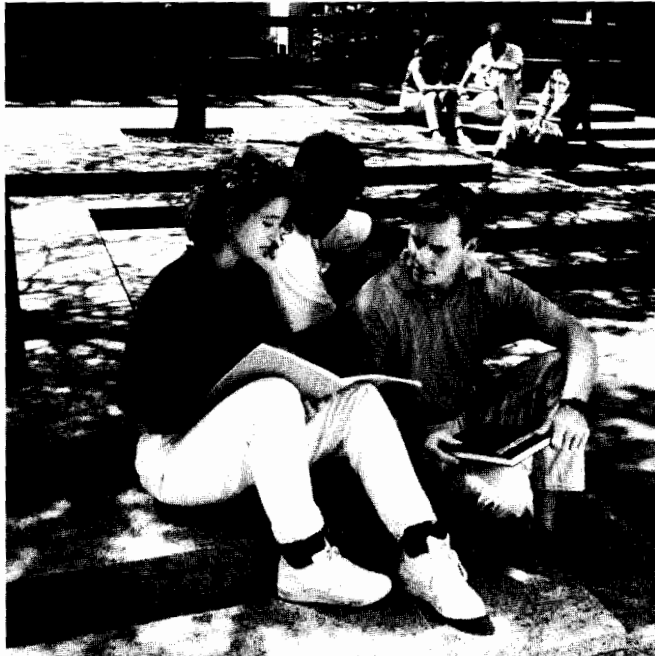
UT Southwestern is located on Harry Hines Boulevard, a ten-minute drive northwest of downtown Dallas. Since the late 1960s the university has added more than 4 million square feet of new construction. The sixty-acre South Campus includes fourteen buildings housing classrooms, laboratories, offices, an extensive medical library, a 1,000-seat auditorium, and a large outpatient center. Three teaching hospitals adjoin the campus.

Although its setting is urban, the campus has a recreation center, tennis and basketball courts, jogging paths, and a six-acre wooded bird sanctuary.

The forty-acre North Campus is the site of two new buildings: the Simmons Biomedical Research Building and the Hamon Biomedical Research Building. The Mary Nell and Ralph B. Rogers Magnetic Resonance Center is also on the North Campus, and construction of the Seay Biomedical Building will be completed in 1999.

The two campuses are linked by an elevated "campus connector," which accommodates shuttle-bus and pedestrian traffic.

UT Southwestern is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools and the Liaison Committee on Medical Education of the Association of American Medical Colleges and the American Medical Association.



SOUTHWESTERN MEDICAL SCHOOL

Southwestern Medical School is one of four medical schools in The University of Texas System.

The school admits 200 students each year, usually after four years of college. Admission is highly competitive. By law 90 percent of students are from Texas, assuring a consistent source of high-quality physicians for the state. Southwestern has awarded more than 6,800 medical degrees since it was established in 1943.

Medical students are taught the basic sciences and the fundamental mechanisms of disease during the first two years. For the second two years, they pursue clinical courses, which allow them to integrate their basic knowledge with practical patient care at UT Southwestern's affiliated teaching hospitals.

Southwestern's faculty members continue to educate physicians beyond medical school. They train over 1,000 clinical residents each year. Faculty members also provide continuing medical education to physicians through seminars, teaching rounds, and instruction in new techniques both on and off the campus. Attendance in 1996 totaled about 50,000. Materials were distributed to an additional 162,000 physicians worldwide.



MISSION

The central purpose of Southwestern Medical School is to produce physicians who will be inspired to maintain lifelong medical scholarship and who will apply the knowledge gained in a responsible and humanistic manner to the care of patients.

Southwestern Medical School has assumed the responsibility for the continuum of medical education. The institution offers instructional programs not only in undergraduate medical education leading to the M.D. degree, but also graduate training in the form of residency positions and fellowships, as well as continuing education for practicing physicians and medical scientists.

An important focus of the educational effort is training primary care physicians and preparing doctors who will practice in underserved areas of Texas. Another instructional role of Southwestern faculty members is that of fully preparing those medical students who seek careers in academic medicine and research, including the opportunity to earn both the M.D. and Ph.D. degrees simultaneously.



THE MEDICAL SCIENTIST TRAINING PROGRAM

Using the exceptional resources of the medical and graduate schools, the Medical Scientist Training Program prepares individuals for careers in both biomedical research and the application of research discoveries to the practice of medicine. The program awards both M.D. and Ph.D. degrees.

With major financial support from the Perot Foundation and the National Institutes of Health, the program provides fellowships to more than ninety exceptionally talented individuals who might not otherwise be able to afford the expense of a demanding seven- to eight-year program of training in basic science and medicine.

TEACHING

The excellence of any educational institution is determined by its faculty's caliber. The faculty at UT Southwestern has many distinguished members, including:

- four active Nobel laureates, more than any other medical school in the world
- eleven members of the National Academy of Sciences
- fifty-eight members who have been honored as being among the best specialist physicians in America and 230 listed among *Best Doctors in America: Central Region 1996*
- eight members who have been named to the American Academy of Arts and Sciences, which honors individuals for their achievements in science, scholarship, the arts, and public affairs
- eleven members elected to the Institute of Medicine, a national honor reserved for individuals of exceptional distinction and achievement in health sciences, clinical care, and medical education.

These distinguished professionals are an integral part of the faculty, which numbers more than 1,000 full-time and 2,300 volunteer members. They serve as educational resources to over 1,600 science teachers at schools in North Texas through the Science Teacher Access to Resources at Southwestern (STARS) program.

They follow a teaching philosophy that has been basic at UT Southwestern throughout the years — to produce graduates who are problem solvers, not merely receptacles of knowledge.

RESEARCH

Research is the cornerstone on which world-class medical education and patient care are built. UT Southwestern was placed among the top eight American institutions in a 1994 study measuring the research impact of federally funded universities in the United States. The study, conducted by *Science Watch* magazine, measured the extent to which the scientific community as a whole draws upon research at specific universities in the fields of biomedical science. Investigation in cancer, neuroscience, heart disease and stroke, arthritis, diabetes, and many other fields keeps UT Southwestern at the cutting edge of biomedical research.

In the Erik Jonsson Center for Research in Molecular Genetics and Human Disease, researchers study the structure and function of the genes that form the biological blueprint for health and disease. It was there that Michael Brown, M.D., and Joseph Goldstein, M.D., discovered the basic mechanism of cholesterol metabolism, winning the 1985 Nobel Prize in physiology or medicine for their work.

As part of the international Human Genome Project, scientists in the Eugene McDermott Center for Human Growth and Development and the Genome Science and Technology Center are mapping and sequencing the genes on chromosome 11. Genes that cause diseases such as diabetes, breast cancer, cervical cancer, asthma, and manic-depressive disorder have been found on chromosome 11.

Genetics also figures prominently in the research of the Harold C. Simmons Comprehensive Cancer Center and the Nancy B. and Jake L. Hamon Centers for Basic Research in Cancer and for Therapeutic Oncology Research. Scientists there are working to identify genetic markers for cancer, as well as to develop tumor vaccines and gene therapies.

Scientists are performing groundbreaking research at the molecular level that will lead to clinical revolutions. Medical pioneers like Alfred Gilman, M.D., Ph.D., with his discovery of G proteins and the processes of cell communication, are paving the way for the development of drugs that one day will target precise malfunctions in specific molecules and correct them to prevent or cure disease. Gilman was awarded the Nobel Prize in physiology or medicine in 1994 for his G-protein work.

Researchers in the Howard Hughes Medical Institute study the complex, folded structure of proteins using the technology of X-ray crystallography. Investigators include Johann Deisenhofer, Ph.D., winner of the 1988 Nobel Prize in chemistry.

In molecular cardiology, research is paving the way to the day when it will be possible to grow new, healthy heart-muscle cells to replace those lost in a heart attack. Cardiology researchers in the Harry S. Moss Heart Center and the Frank M. Ryburn Jr. Cardiac Center also have pioneered genomic vaccine technology, which may revolutionize our battle with viruses of all kinds. Researchers in the Robert T. Hayes Center for Mineral Metabolism Research are developing drugs to build bones damaged by osteoporosis. Neuroscience researchers are investigating how nerve cells send and receive signals. Their work at the molecular and genetic levels could provide insights into neurological disorders such as Parkinson's and Alzheimer's diseases, multiple sclerosis, depression, and epilepsy.

At UT Southwestern, research into the basic life processes and research on specific diseases go hand in hand. Whether the questions involve a single gene or a life-threatening syndrome, the answers form the foundation for finding new ways to prevent or treat disease.

PATIENT CARE

In addition to fine teaching and cutting-edge research, a great medical center offers outstanding patient care. UT Southwestern faculty members provide that care at Zale Lipshy University Hospital, Parkland Memorial Hospital, Children's Medical Center of Dallas, the Dallas V.A. Medical Center, the James W. Aston Ambulatory Care Center, and a number of other affiliated hospitals in Dallas and Fort Worth.

UT Southwestern's faculty and residents annually provide inpatient hospital care to approximately 75,000 people and oversee more than 1.4 million outpatient visits. They deliver 13,500 babies and provide nearly \$150 million in unreimbursed professional service annually in Dallas and surrounding counties. UT Southwestern-affiliated residency programs produce more family practice physicians than any other programs in the state.





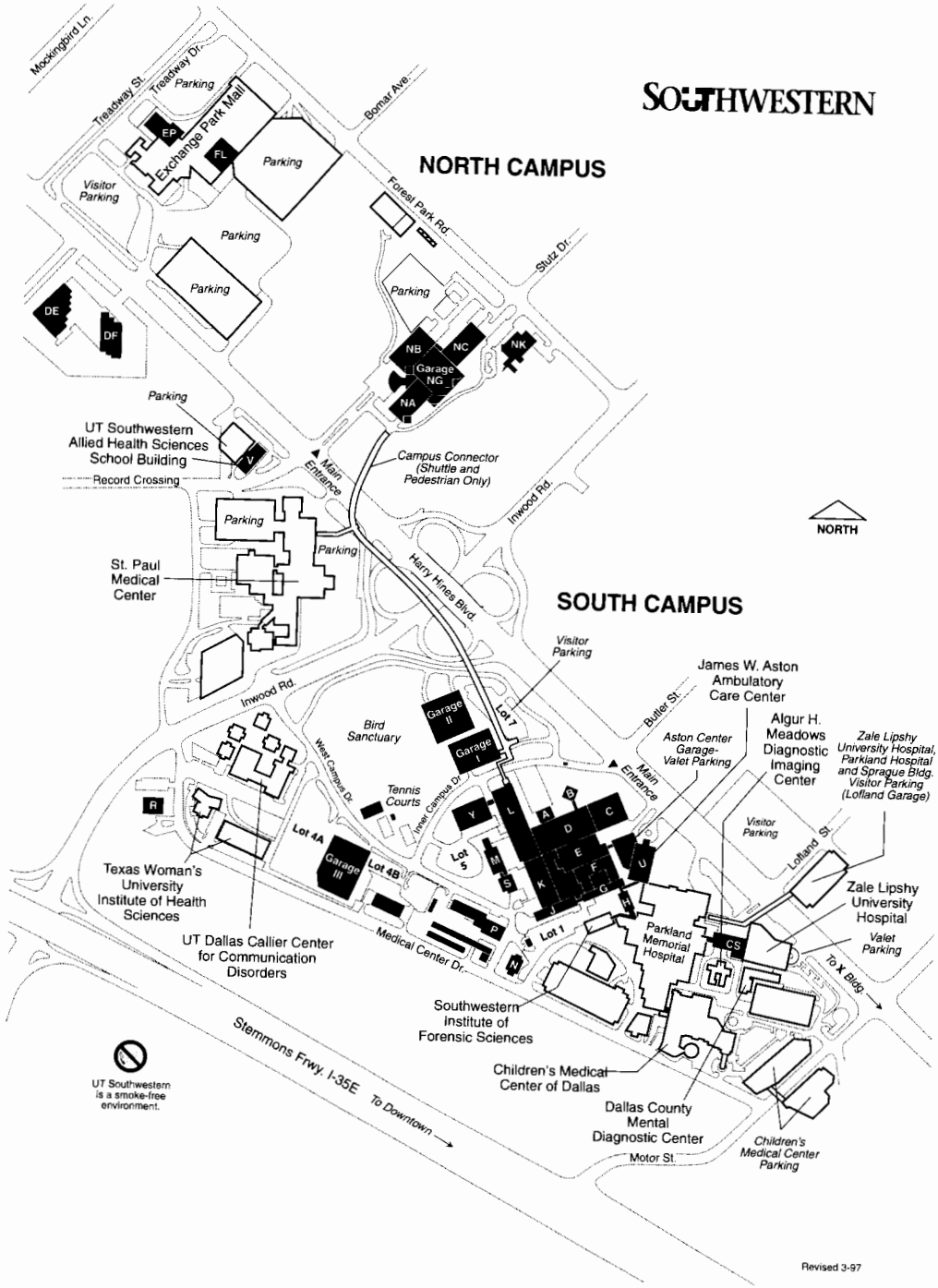
Faculty physicians include some of the best doctors in America. In a 1996 book based on a regional survey of approximately 6,800 physicians, 230 of the 560 Dallas physicians recognized are regular faculty at UT Southwestern and 249 serve on the volunteer clinical faculty.

In 1996 *American Health* magazine named UT Southwestern one of the nation's outstanding medical treatment centers, citing four special areas of clinical excellence: gastroenterology, obstetrics and gynecology, plastic and reconstructive surgery, and infectious diseases.

UT Southwestern's Clinical Referral Network makes available the expertise of faculty in dozens of medical specialties and subspecialties to primary-care physicians and their patients in Texas and throughout the nation through a toll-free number.

Solidly committed to the marriage of basic scientific research and medical treatment, UT Southwestern is equipped to bring the latest laboratory findings to the patient's bedside.

SOUTHWESTERN



- A** - Visitor Information Center
- B** - Eugene McDermott Academic Administration Building
- C** - Tom and Lula Gooch Auditorium (cafeteria below)
- CS** - Charles Cameron Sprague Clinical Science Building
- D** - Eugene McDermott Plaza (lecture halls below)
- DE** - Clinical Services Building I
- DF** - Clinical Services Building II
- E** - Fred F. Florence Bioinformation Center
- EP** - Exchange Park
- F** - Edward H. Cary Building
- FL** - USLIFE Tower
- G** - Karl Hoblitzelle Clinical Science Building
- H** - Dan Danciger Research Building
- J** - Harry S. Moss Clinical Science Building
- K** - Philip R. Jonsson Basic Science Research Building
- L** - Cecil H. and Ida Green Science Building
- M** - Skillern Student Union Building
- N** - Bioinstrumentation
- NA** - Nancy B. and Jake L. Hamon Biomedical Research Building
- NB** - Simmons Biomedical Research Building
- NC** - Seay Biomedical Building (planned for construction)
- NK** - Mary Nell and Ralph B. Rogers Magnetic Resonance Center
- P** - Physical Plant
- R** - Transplant Services Building
- S** - University Police, Mail Services
- U** - James W. Aston Ambulatory Care Center
- V** - UT Southwestern Allied Health Sciences School Building
- X** - Service Building (Harry Hines Blvd. at Market Center Blvd.)
- Y** - Cecil H. and Ida Green Biomedical Research Building

APPLICATION PROCEDURES

Applications for admission to the first-year class beginning in August of any year must be submitted between April 15 and October 15 preceding the year of desired entrance. Application forms should be obtained directly from the UT Medical/Dental Application Center, Suite 620, 720 Colorado Street, Austin, Texas 78701. Telephone: (512) 499-4785. The same application may serve for any of the UT System medical schools.

ACADEMIC PREREQUISITES

Obtaining a baccalaureate degree is strongly recommended for applicants to UT Southwestern; however, applicants may be admitted after completion of ninety semester hours (exclusive of physical education requirements). It is recommended that undergraduate course work be completed at or credited through a regionally accredited U.S. college or university and that at least forty-five semester hours, including all prerequisites, have a grade assigned by a U.S. college or university.

The required course work is as follows:

English: One year of college English.

Biology: Two years as required for science majors. One year must include formal laboratory work. One course in biochemistry will be accepted toward fulfilling this biology requirement.

Physics: One year (eight semester hours including laboratory as offered for science majors).

Chemistry: Two years (sixteen semester hours including laboratory as offered for science majors). This experience should be divided equally between inorganic and organic chemistry. It should include experience in the laboratory and familiarity with analytic and volumetric techniques.

Mathematics: One-half year of college calculus.

EVALUATION OF APPLICANTS

The Admissions Committee considers all of the following in evaluating each applicant's acceptability:

- scores from the Medical College Admission Test (MCAT)
- academic performance in college as reflected in the Grade Point Average (GPA)
- the rigor of the undergraduate curriculum
- recommendations from the college premedical committee or faculty
- extracurricular activities
- socioeconomic background
- any time spent in outside employment
- personal integrity and compassion for others
- the ability to communicate
- the applicant's statement of motivation for a career in medicine.

In addition, applicants are evaluated with regard to the mission of Southwestern Medical School, which emphasizes the importance of training primary care physicians, educating doctors who will practice in medically underserved areas of Texas, and preparing physician-scientists who seek careers in academic medicine and research.

A personal interview is required and is initiated by invitation from the Admissions Committee. The committee invites applicants to interview who have the highest numerical values for MCAT and GPA or who demonstrate convincing evidence of commitment to an area of medicine emphasized in the mission of Southwestern Medical School and who have MCAT and GPA values that indicate the potential for success in achieving the M.D. degree.

To the extent provided by applicable law, no person shall be excluded from participation in, denied the benefits of, or be subject to discrimination under any program or activity sponsored or conducted by The University of Texas System or any of its component institutions, on the basis of race, color, national origin, religion, sex, age, veteran status, or disability.

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September 1997

U.T. Southwestern Medical School Supplemental Application

Applicant Name _____ Social Security Number _____

The Admissions Committee of UT Southwestern seeks to identify the most academically qualified applicants who, in the judgement of the Committee, will make the best physicians. In addition, we are interested in identifying applicants who possess attributes or interests that are related to Southwestern Medical School's mission (see enclosed brochure).

If you think that one or more of the following applies to you, check the appropriate line(s) and describe in the space below how your past accomplishments or experiences support this.

1. Interested in establishing a medical practice in an underserved area
2. Interested in a career in research
3. Interested in a career in teaching
4. Interested in a career in primary care medicine

In the space provided below, describe the setting in which you would like to conduct your medical career.

Please return to: UT Southwestern, 5323 Harry Hines Blvd., Dallas, TX 75235-9096
ATTN: Supplemental Application

Southwestern Medical School Interview Evaluation

Applicant _____ Interview Date _____

Interviewer _____ Signature _____

How closely is the applicant's intellectual ability reflected by their MCAT and GPA?..... 1 2 3
 Lower ----- Comparable ----- Higher

Comments (none required if 2 is chosen):

What is your assesment of the applicant's personal qualities?

		Typically	
	Weak -----	Strong -----	Exceptional
Leadership.....	1	2	3
Self-appraisal	1	2	3
Determination	1	2	3
Social Interest/Compassion.....	1	2	3
Social/Family Support.....	1	2	3
Maturity/Coping Capabilities	1	2	3
Communications Skills.....	1	2	3

Comments (none required if 2 is chosen):

How strong is the applicant's motivation for a career in medicine?..... 1 2 3
 Weak ----- Typically ----- Strong ----- Exceptional

Comments (none required if 2 is chosen):

THE UNIVERSITY OF TEXAS
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HEALTH SCIENCE CENTER MISSIONS

- Education
 - Enrolled Students
 - Post-graduate Students (residents and fellows)
 - Continuing Medical Education
- Research
- Clinical Care
 - Indigent Patients
 - Referred Fee-for-Service Patients
- Community Service
 - Administration of Special Health Programs
 - Shared Clinical Expertise
 - Shared Expertise in Health Management
 - Shared Educational Expertise
 - Shared Research Expertise
 - Basis for Economic Development

**UT SOUTHWESTERN
MINORITY STUDENT ENROLLMENT FALL 1997**

	<u>Caucasian</u>	<u>Minority</u>
Medical School	533 (66%)	278 (34%)
Graduate School	275 (63%)	161 (37%)
Allied Health School	266 (76%)	82 (24%)
Total	1,074 (67%)	521 (33%)*

***Minority Distribution**

African American	58
Hispanic	96
Asian	356
American Indian	11

**GRADUATE MEDICAL TRAINING IN TEXAS
NUMBER OF RESIDENCIES
1996-97**

	<u>Total Positions</u>	<u>Total PGY-1 Positions</u>	<u>PGY-1 Primary Care</u>	<u>PGY-1 Family Practice</u>
UT Southwestern	1067	225	146	61
UT Houston	779	181	112	39
UT San Antonio	647	165	101	34
UT Galveston	554	145	97	30
Texas Tech	505	135	97	31
Texas A&M	247	66	38	8
UNT	147	42	38	30

**FAMILY PRACTICE RESIDENCY
TRAINING IN TEXAS
1997-98**

<u>Institution</u>	<u>Number of Trainees</u>
UT Southwestern	179
UT San Antonio	114
UT Houston	104
UT Galveston	97
Texas Tech	89
UNT	81
TAMU	40
Baylor	36
UT Tyler	21

**RESEARCH PERFORMED BY
UT SOUTHWESTERN MEDICAL CENTER FACULTY
1996-97**

<u>\$</u>	<u># Of State-Funded FTE Faculty</u>	<u>\$/FTE</u>
\$155,414,000	401	\$387,566

**CHARITY CARE PROVIDED BY
UT SOUTHWESTERN MEDICAL SCHOOL FACULTY**

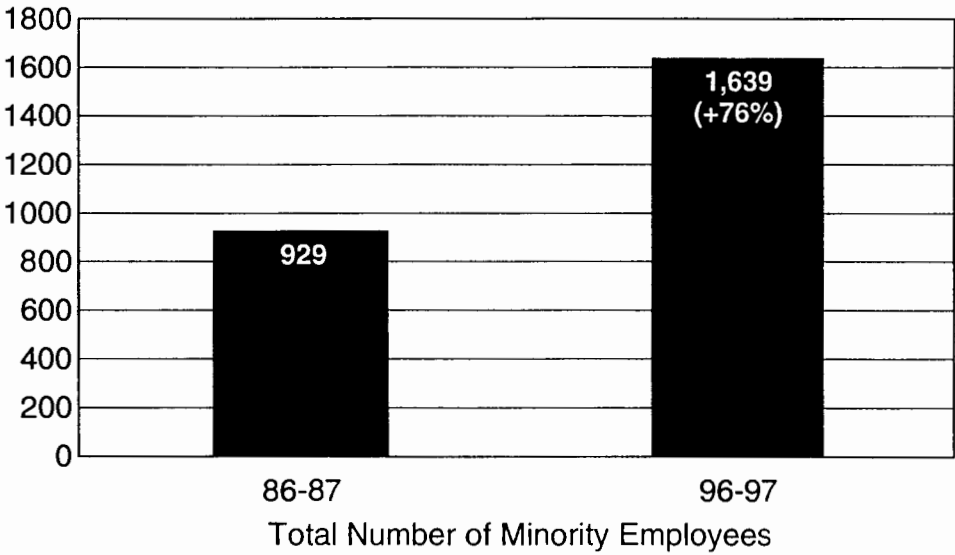
1996-97

<u>\$</u>	<u># Of State-Funded FTE Faculty</u>	<u>\$/FTE</u>
\$178,678,000	319	\$560,120

**UT SOUTHWESTERN
EXAMPLES OF COMMUNITY SERVICE ACTIVITIES**

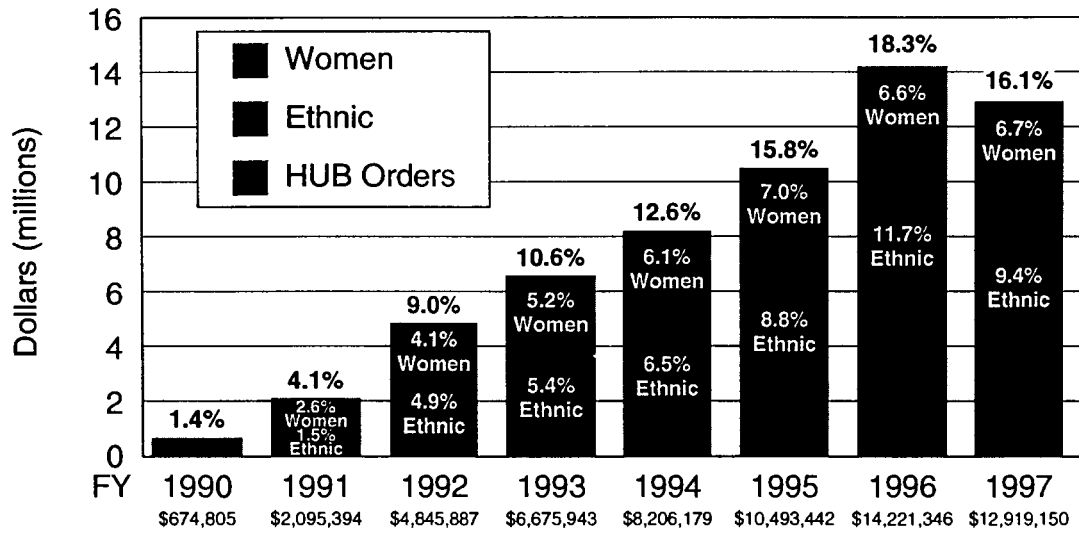
- Maternal Health Centers
- Children and Youth Project
- Regional Burn Center
- AIDS Treatment and Prevention Centers
- Mayor's Task Force on Biotechnology
- Articulation Programs with DCCC and DISD
- STARS Program to Assist Science Teachers

UT SOUTHWESTERN Minority Recruiting Results



UT SOUTHWESTERN

Historically Underutilized Business Growth 1990-1997 Fiscal Years



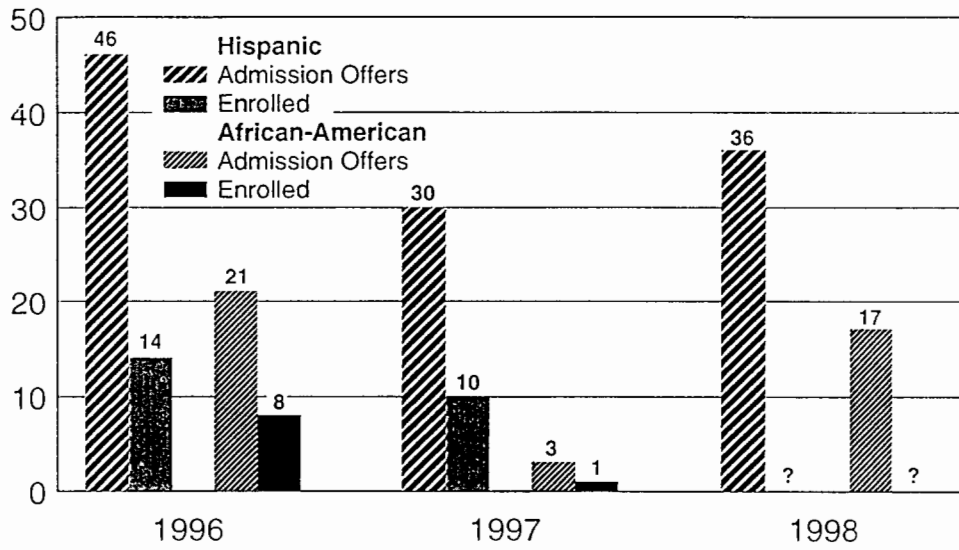
**UT SOUTHWESTERN
ADMINISTRATIVE COSTS
1996-97**

E & G Administrative Costs <hr/>	Total E&G Funds <hr/>	Administrative Percentage <hr/>
\$16,661,000	\$119,313,000	13.9%
E & G Administrative Costs <hr/>	Total Funds (all sources) <hr/>	Administrative Percentage <hr/>
\$16,661,000	\$484,100,000	3.4%

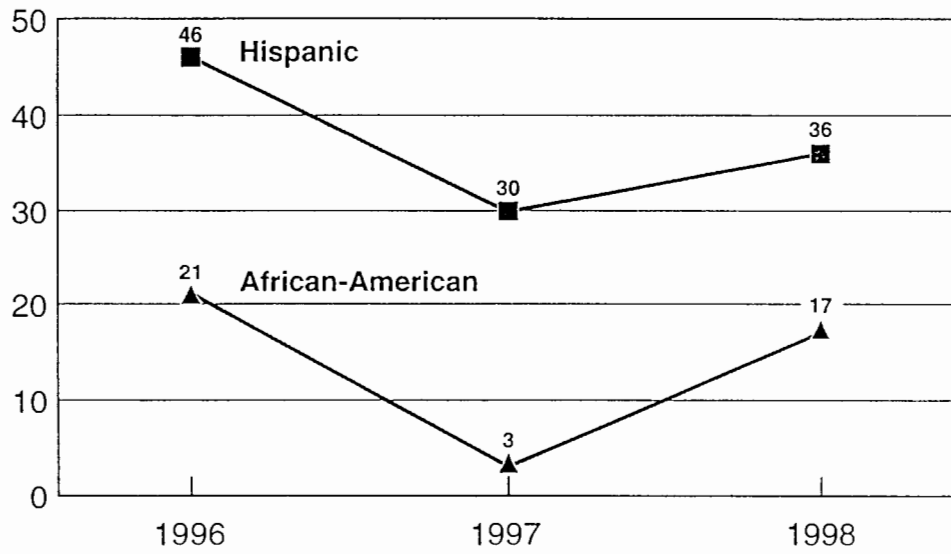
WHAT DOES \$85,000,000 IN TAX DOLLARS BUY FOR THE TAXPAYER AT UT SOUTHWESTERN?

- Education for 800 medical students
- Education for 450 Ph.D. students
- Education for 50 Masters degree students
- Education for 450 Bachelors degree students
- Education for 1700 post-doctoral students (residents and fellows)
- Continuing Education for 14,000 practicing physicians
- \$160,000,000 worth of research
- \$180,000,000 worth of medical care for indigent patients
- Access to expert referral medical care for all
- Extensive expertise in health and scientific matters available to business, philanthropic, and governmental bodies and individuals
- The necessary infrastructure for medical and biotechnology economic development

UT SOUTHWESTERN MEDICAL SCHOOL Admission Offers and Enrollment



UT SOUTHWESTERN MEDICAL SCHOOL Admission Offers



UT SOUTHWESTERN MEDICAL SCHOOL ADMISSION DATA

	<u>Caucasian</u>	<u>African American</u>	<u>Hispanic</u>	<u>Asian</u>	<u>American Indian</u>
FALL 1996					
Total Applicants	1,992	163	404	833	26
Positions Offered	219 (11%)	21 (13%)	46 (11%)	87 (10%)	0 (0%)
Enrolled	125	8	14	45	0
FALL 1997					
Total Applicants	1,854	144	354	797	25
Positions Offered	234 (13%)	3 (2%)	30 (9%)	104 (13%)	4 (16%)
Enrolled	132	1	10	43	1
FALL 1998					
Total Applicants	1,640	146	307	706	16
Positions Offered	182 (11%)	17 (12%)	36 (12%)	92 (13%)	1 (6%)
Enrolled	NA	NA	NA	NA	NA

Source: UT System MDAC

UT SOUTHWESTERN GRADUATE SCHOOL ADMISSION DATA

1996-97

	<u>Caucasian</u>	<u>African American</u>	<u>Hispanic</u>	<u>Asian</u>	<u>American Indian</u>
Total Applications	313	20	33	478	4
Positions Offered	84 (27%)	6 (30%)	6 (18%)	52 (11%)	0 (0%)
Enrolled	61	2	5	23	0

1997-98

	<u>Caucasian</u>	<u>African American</u>	<u>Hispanic</u>	<u>Asian</u>	<u>American Indian</u>
Total Applications	332	9	24	555	2
Positions Offered	86 (26%)	3 (33%)	4 (17%)	47 (8%)	0 (0%)
Enrolled	51	1	1	21	0

Source: UT System MDAC, UT Southwestern Application Statistics

UT SOUTHWESTERN ALLIED HEALTH SCIENCES ADMISSION DATA

1996-97

	<u>Caucasian</u>	<u>African American</u>	<u>Hispanic</u>	<u>Asian</u>	<u>American Indian</u>
Total Applications	752	72	70	99	8
Positions Offered	162 (22%)	17 (24%)	11 (16%)	16 (16%)	0 (0%)
Enrolled	127	11	9	14	0

1997-98

	<u>Caucasian</u>	<u>African American</u>	<u>Hispanic</u>	<u>Asian</u>	<u>American Indian</u>
Total Applications	954	96	87	147	20
Positions Offered	158 (17%)	11 (11%)	11 (13%)	16 (11%)	2 (10%)
Enrolled	111	9	7	15	2

Source: UT System MDAC, UT Southwestern Application Statistics

1997 UT MEDICAL SCHOOL ADMISSIONS COMPARISON*

	UTMB Galveston	UTHSC Houston	UTHSC San Antonio	UT Southwestern
Total Applicants	3,080	3,253	3,153	3,173
Avg. Overall GPA	3.4	3.4	3.4	3.4
Avg. MCAT Total	25	26	26	27
Total Matriculated	200	200	200	200
Avg. Overall GPA	3.4	3.6	3.5	3.7
Avg. MCAT Total	27	27	29	32

*Source: UT System MDAC

**UT SOUTHWESTERN
MEDICAL SCIENTIST TRAINING PROGRAM**

	<u>Annual Applicants</u>	<u>Annual Acceptances</u>	<u>Annual Matriculants</u>	<u>NIH MSTP Grant</u>
UT Medical Branch	~ 60	~15	~ 5	No
UTHSC Houston	~ 80	~12	~ 6	No
UTHSC San Antonio	~ 20	~6	~ 2	No
UT Southwestern	~ 100	~ 30	~ 15	Yes

**NATIONAL RESEARCH COUNCIL
SURVEY OF GRADUATE PROGRAMS
IN THE BIOLOGICAL SCIENCES***

Numerical ranking of all Ph.D. graduate programs in biological sciences based on national survey inquiring about:

1. familiarity with work of program faculty
2. scholarly quality of program faculty
3. familiarity with graduates of the program
4. effectiveness of program in educating research scientists
5. change in program quality in last 5 years

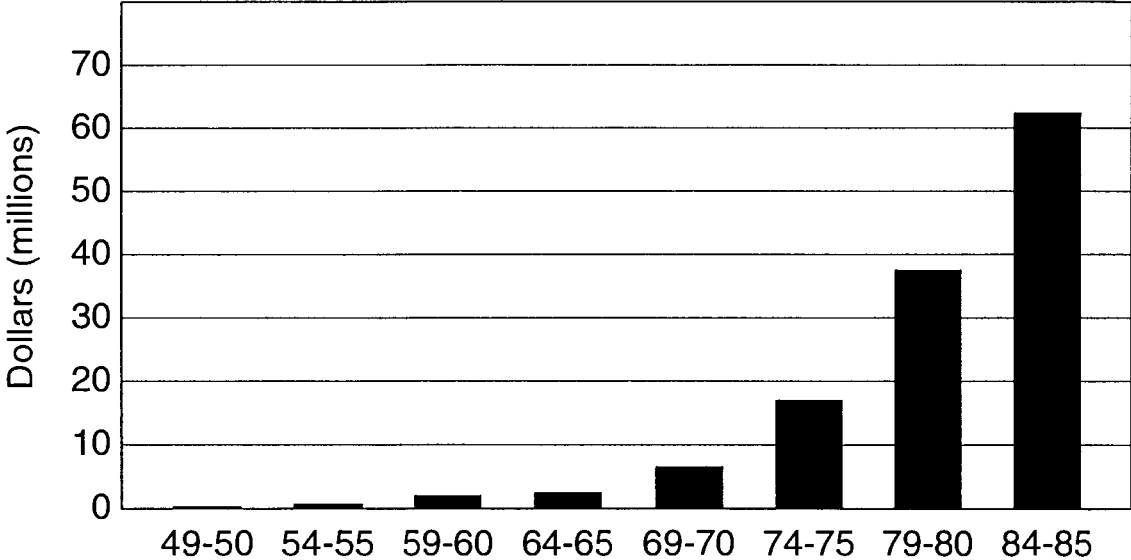
*Published by National Academy of Sciences in 1995

**NATIONAL RESEARCH COUNCIL
SURVEY OF GRADUATE PROGRAMS
IN THE BIOLOGICAL SCIENCES***

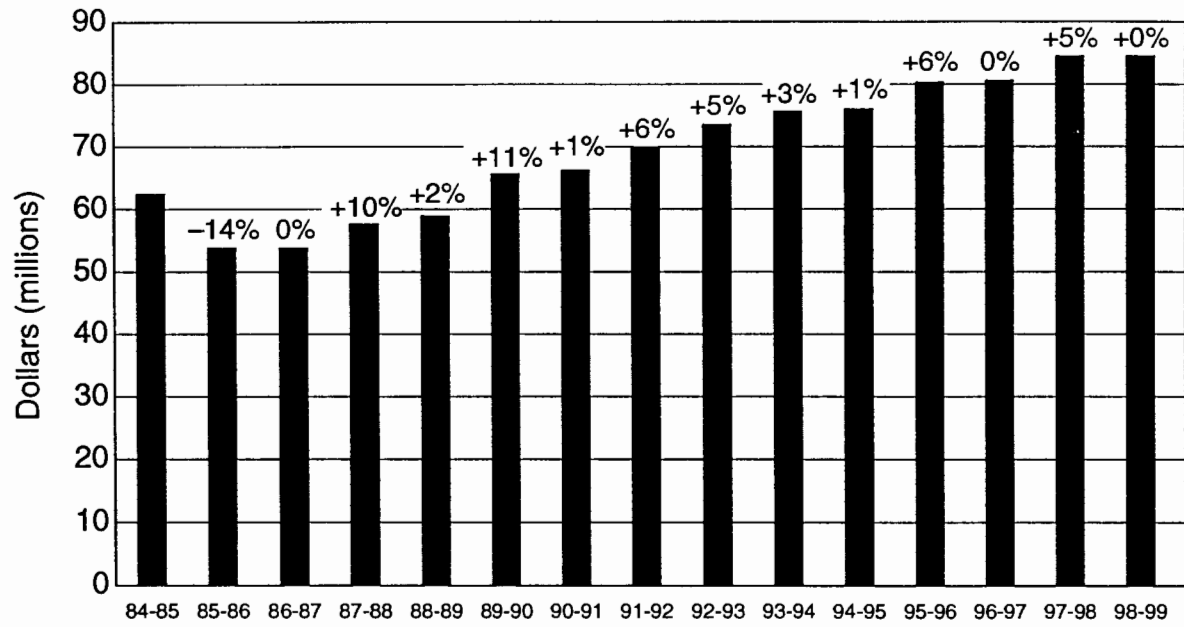
	Bio- chemistry and Molecular Biology	Cell and Develop- mental Biology	Molecular and General Genetics	Neuro- sciences	Pharma- cology	Phys- iology	Aver- age
Baylor College of Medicine	19	24	14	19.5	44.5	5.5	21.1
Texas A&M Univ.	70	65	38	--	62.5	109	68.9
Texas Tech Univ.	126	90.5	--	--	116	104	109.0
UT Austin	33	43	28	49.5	28	34.5	36.0
UT Dallas	130	--	--	--	--	--	130.0
UTMB Galveston	99	111	--	42	65	34.5	70.3
UTHSC Houston	42.5	38	26	51	38	23.5	36.5
UTHSC San Antonio	64	57.5	--	--	71	41.5	58.5
UT Southwestern	20	18	18	36.5	2	--	18.9

*Published by National Academy of Sciences in 1995

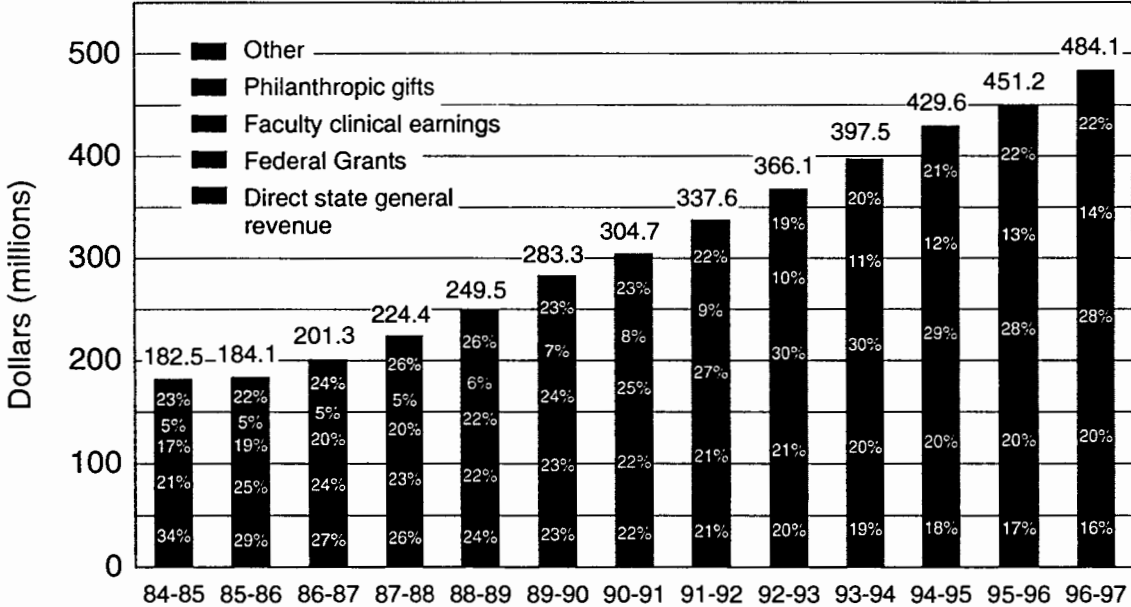
UT SOUTHWESTERN GENERAL REVENUE



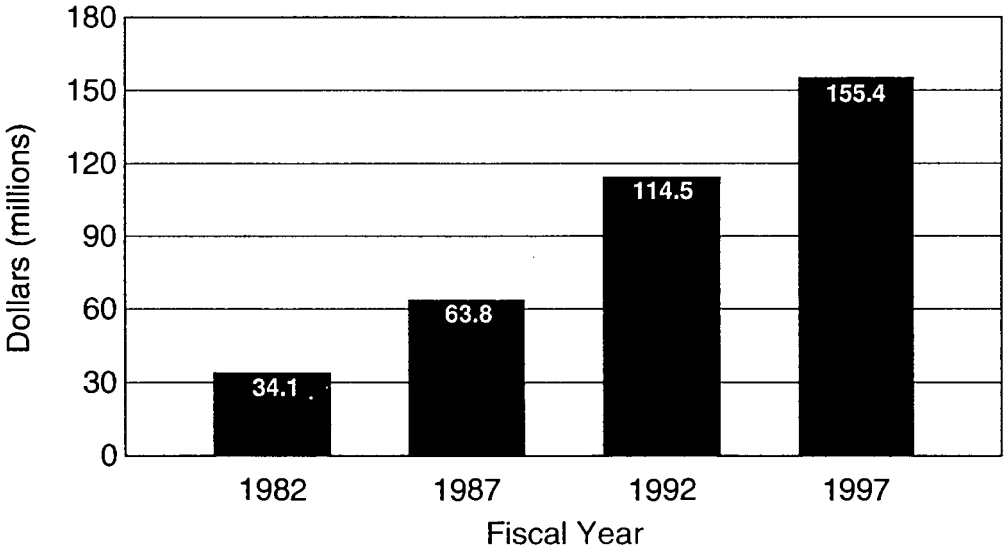
UT SOUTHWESTERN GENERAL REVENUE



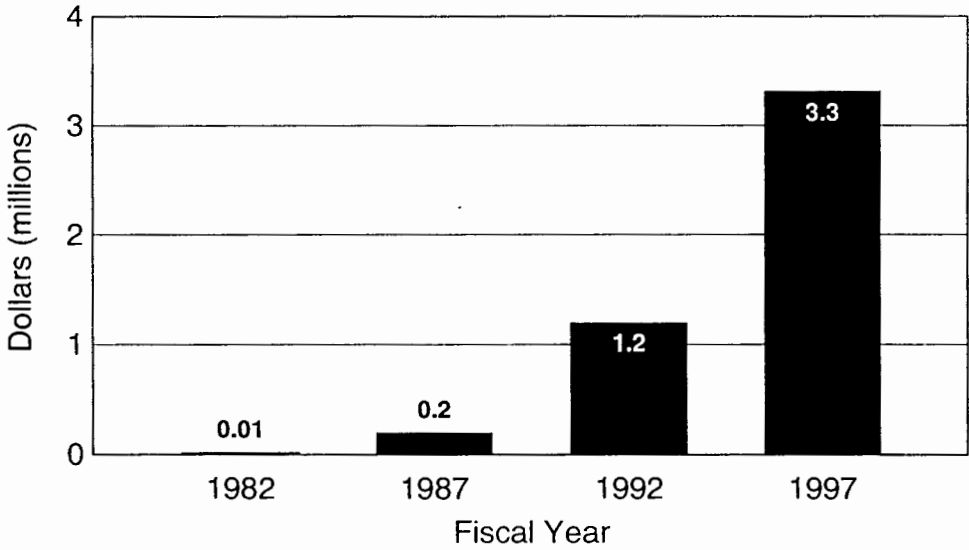
UT SOUTHWESTERN Sources of Funds



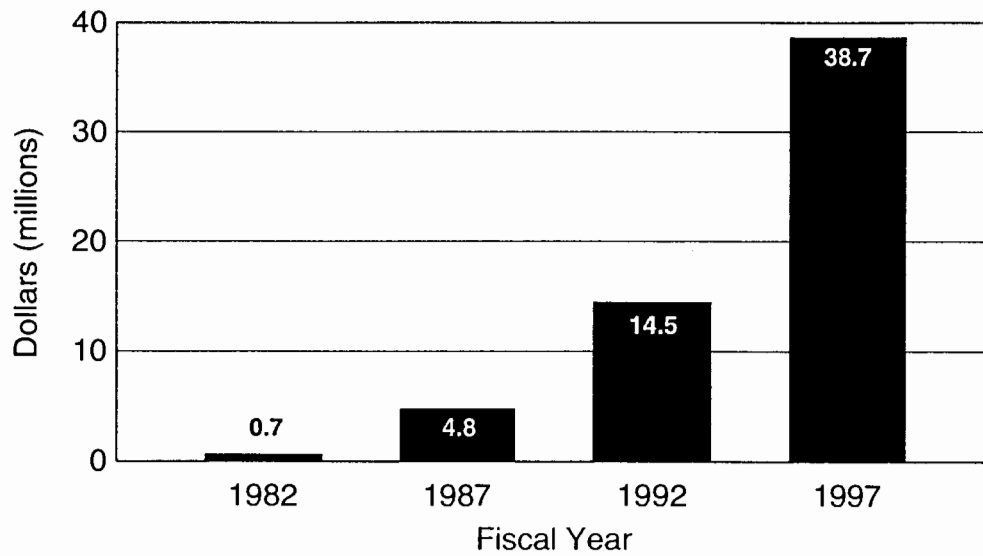
UT SOUTHWESTERN Research Expenditures



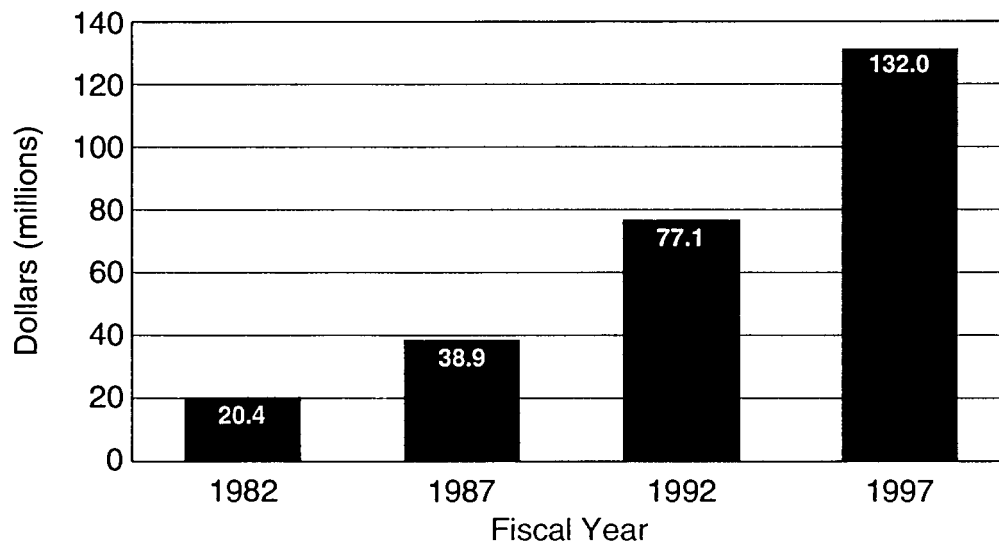
UT SOUTHWESTERN Royalty Income



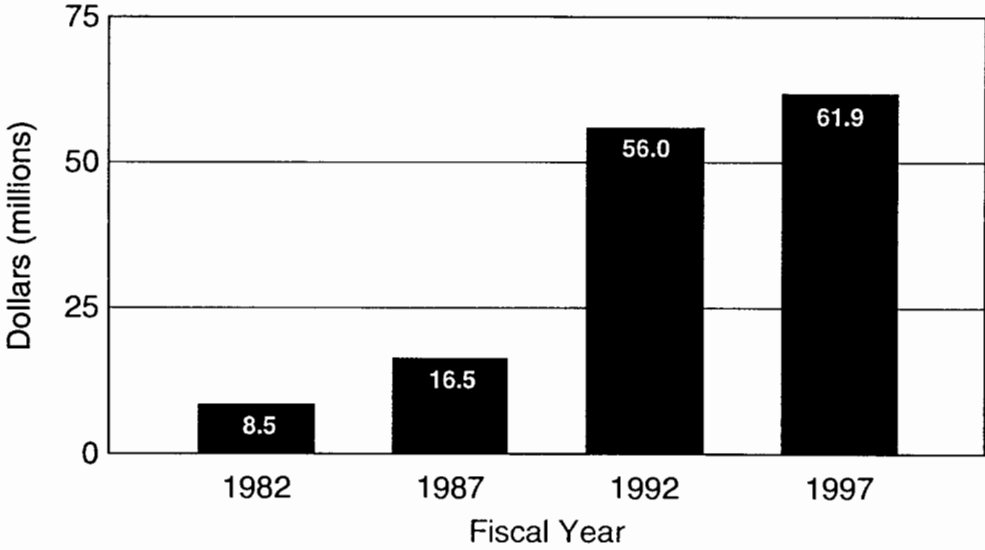
UT SOUTHWESTERN Contract with Parkland Hospital for Charity Care Service



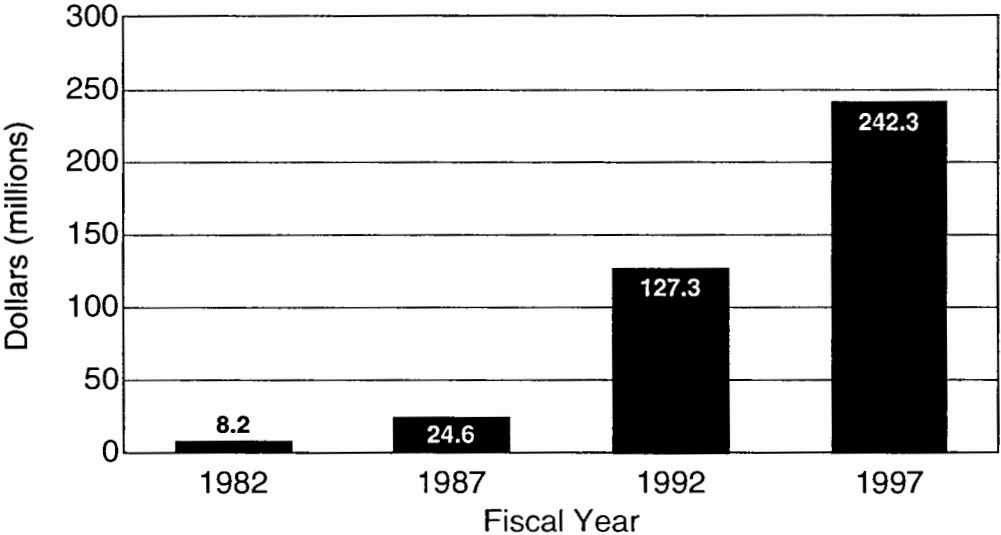
UT SOUTHWESTERN Practice Plan Income



UT SOUTHWESTERN Private Gift Support

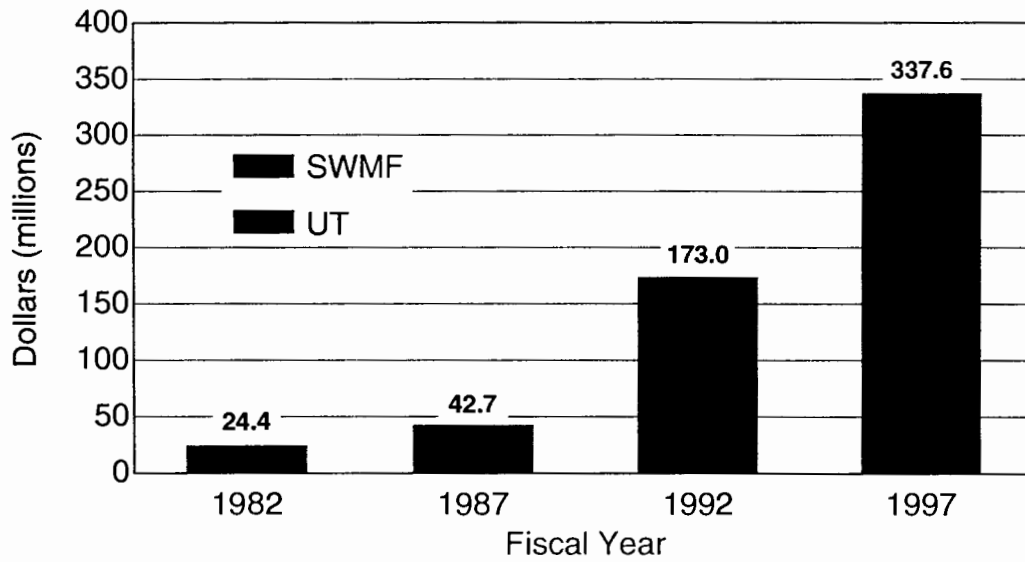


UT SOUTHWESTERN Endowment Book Value



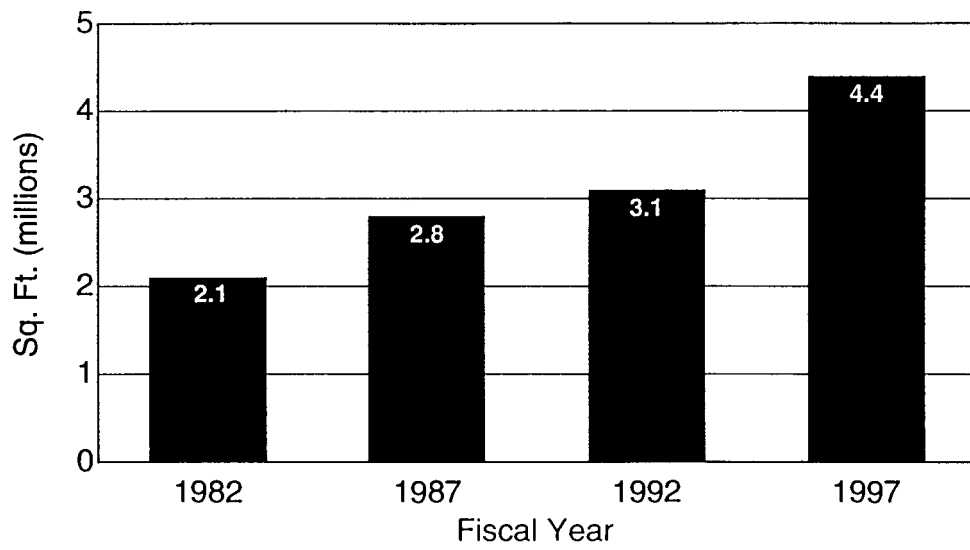
(Held at UT)

UT SOUTHWESTERN Endowment Book Value

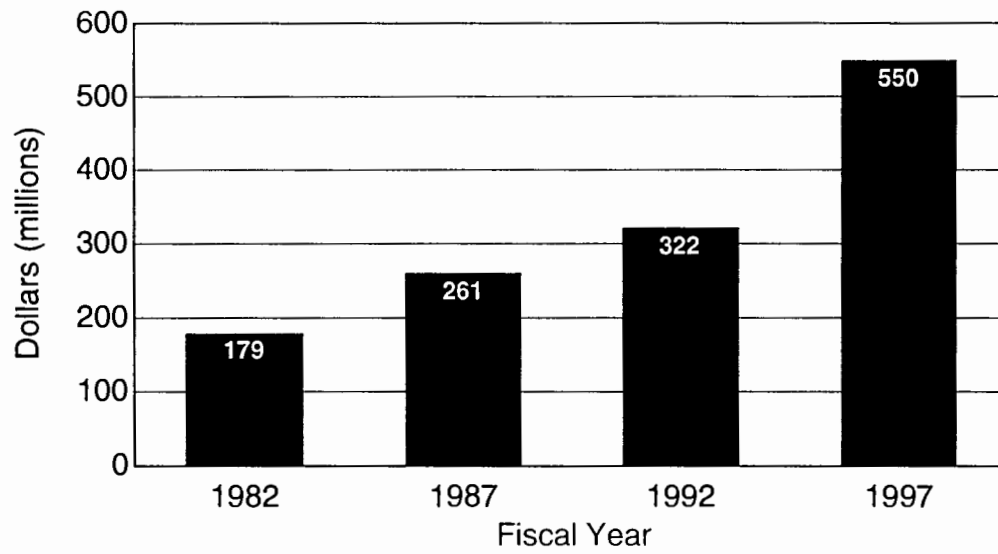


(Held at UT and SWMF)

UT SOUTHWESTERN Total Space



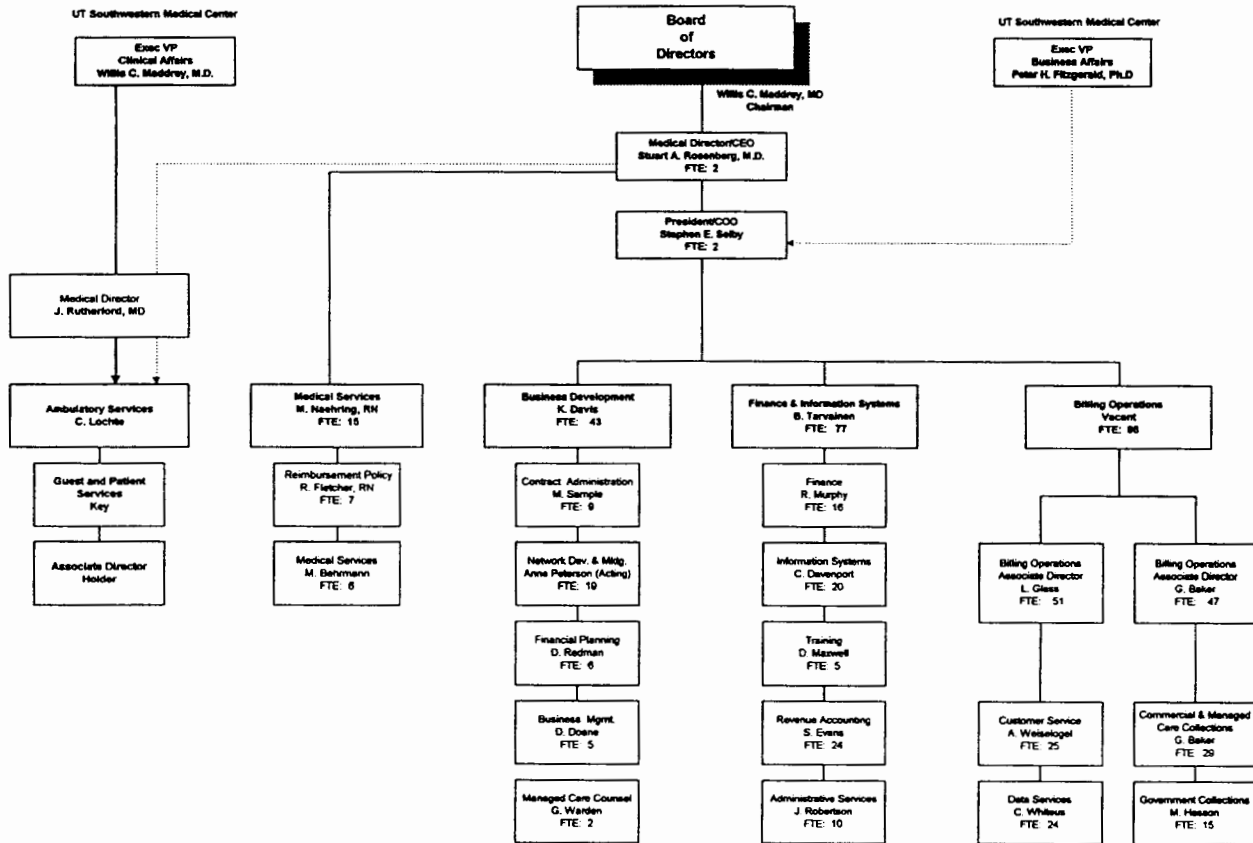
UT SOUTHWESTERN Replacement Value of Buildings



UT SOUTHWESTERN HEALTH SYSTEMS

ORGANIZATION CHART

Revised 12-31-87



FY '86 Budgeted FTE's = 237



UTSHS FY97 Major Accomplishments

1. Expanded managed care contracts with collections increasing \$6.5M over previous year
2. Reorganized Billing Operations into more efficient units with new management
3. Successfully transferred 80 MSP employees and functions into the corporation
4. Designed and implemented Clinical Services Performance Measurement tool to monitor quality of care and services delivered in Aston Ambulatory Facilities, and facilitated development of Patient Satisfaction Survey tool
5. Continued expansion of credentialing services with more than 1000 providers credentialed, delegated and performed oversight activities for multiple outside organizations, and received delegated status from multiple HMOs
6. Expanded the claim appeal process resulting in additional collections of more than \$1.4M
7. Increased the number of full-risk lives for mental health/substance abuse in the UTSHS Behavioral Care network from 5,000 to 100,000 and increased the professional risk lives for medical/surgical services in UT Southwestern Health Network from 2,000 to 19,000 resulting in a combined increased capitation of \$11M
8. Installed IDX's Managed Care software to manage the Behavioral Care product with installation underway for support of all managed care business
9. Negotiated our first adult and pediatric services contract with Aetna
10. Gambro/UTSHS Dialysis joint venture became profitable, with surplus distributions expected FY98 for the initial dialysis site and the second site opens this February

**UT Southwestern Medical
Gross Charges and Patient Mix Comparison**

	FY 9293		FY 9394		FY 9495		FY 9596		FY 9697	
	Gross_Chgs	%	Gross_Chgs	%	Gross_Chgs	%	Gross_Chgs	%	Gross_Chgs	%
Parkland:										
Charity/Pending	93,872,161	51.7%	85,245,579	46.6%	102,004,479	47.8%	105,698,369	50.5%	100,473,253	48.9%
Commercial	10,368,139	5.7%	9,448,609	5.2%	9,362,363	4.4%	7,363,398	3.5%	7,594,183	3.7%
Managed Care	2,975,959	1.6%	5,051,845	2.8%	7,383,797	3.5%	8,331,048	4.0%	10,996,202	5.4%
Medicaid	50,856,238	28.0%	59,343,655	32.4%	64,676,266	30.3%	57,946,629	27.7%	56,052,438	27.3%
Medicare	17,436,902	9.6%	19,108,883	10.4%	25,698,500	12.0%	24,710,507	11.8%	25,003,599	12.2%
Other	6,223,409	3.4%	4,913,897	2.7%	4,272,704	2.0%	5,064,830	2.4%	5,370,555	2.6%
Total	181,732,808	100.0%	183,112,468	100.0%	213,398,108	100.0%	209,114,781	100.0%	205,490,230	100.0%
Non-Parkland:										
Charity/Pending	3,716,344	3.6%	4,576,135	3.9%	5,576,074	4.2%	7,123,507	4.9%	8,917,465	5.4%
Commercial	32,804,910	31.6%	32,608,381	27.8%	32,359,583	24.6%	30,429,660	21.1%	27,492,595	16.8%
Managed Care	17,172,239	16.6%	22,585,606	19.3%	30,890,053	23.5%	38,351,257	26.6%	51,096,651	31.2%
Medicaid	14,300,315	13.8%	19,663,404	16.8%	19,802,054	15.1%	19,915,056	13.8%	22,182,739	13.5%
Medicare	18,186,293	17.5%	21,446,071	18.3%	26,367,730	20.1%	28,977,265	20.1%	32,703,954	20.0%
Other	17,550,903	16.9%	16,415,005	14.0%	16,415,864	12.5%	19,296,370	13.4%	21,531,863	13.1%
Total	103,731,004	100.0%	117,294,602	100.0%	131,411,358	100.0%	144,093,115	100.0%	163,925,267	100.0%
Total:										
Charity/Pending	97,588,505	34.2%	89,821,714	29.9%	107,580,553	31.2%	112,821,876	31.9%	109,390,718	29.6%
Commercial	43,173,049	15.1%	42,056,990	14.0%	41,721,945	12.1%	37,793,058	10.7%	35,086,778	9.5%
Managed Care	20,148,198	7.1%	27,637,450	9.2%	38,273,851	11.1%	46,682,305	13.2%	62,092,853	16.8%
Medicaid	65,156,553	22.8%	79,007,059	26.3%	84,478,319	24.5%	77,861,685	22.0%	78,235,177	21.2%
Medicare	35,623,195	12.5%	40,554,954	13.5%	52,066,229	15.1%	53,687,772	15.2%	57,707,553	15.6%
Other	23,774,312	8.3%	21,328,902	7.1%	20,688,568	6.0%	24,361,200	6.9%	26,902,418	7.3%
Total	285,463,812	100.0%	300,407,070	100.0%	344,809,466	100.0%	353,207,896	100.0%	369,415,497	100.0%

**Summary of Current Managed Care Contracts
10 Largest Contracted Carriers by Collections
Based on IDX Net Collections
September 1, 1996 through August 31, 1997**

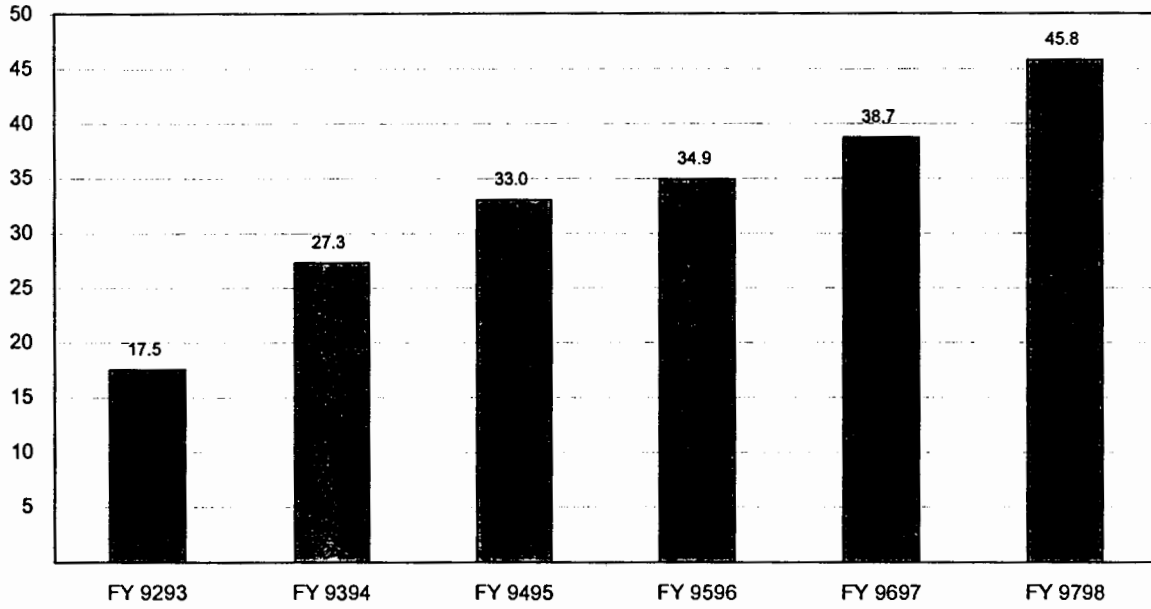
<u>Managed Care Company</u>	<u>9/1/96 - 8/31/97 IDX Net Collections *</u>	<u>RBRVS Rate Equivalent</u>			
		<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>
1. NYLCare	\$ 6,646,419	1.65	1.65	1.44	1.20
2. Blue Cross/Blue Shield	\$ 4,873,913	1.97	1.97	1.75	1.47
3. Parkland EPO	\$ 4,432,816	2.13	2.13	2.13	1.86
4. United Healthcare	\$ 3,597,029	2.13	1.30	1.30	1.30
5. Cigna	\$ 2,848,279	1.18	1.16	1.13	1.10
6. Aetna/U.S. Healthcare	\$ 1,681,755	2.27	1.58	1.58	1.31
7. Affordable	\$ 1,591,439	2.00	2.00	1.61	1.61
8. Beech Street	\$ 1,416,761	2.13	2.13	2.13	2.13
9. Harris Methodist	\$ 1,389,530	2.10	2.10	1.58	1.58
10. Kaiser	\$ 1,136,052	2.13	2.13	2.13	2.13
Weighted Average RBRVS Rate Equivalent		1.90	1.77	1.63	1.47
Weighted Average RBRVS Rate Equivalent % Change			-6.8%	-7.9%	-9.8%

Total Managed Care Last 12-Month's IDX Collections \$ 36,466,298

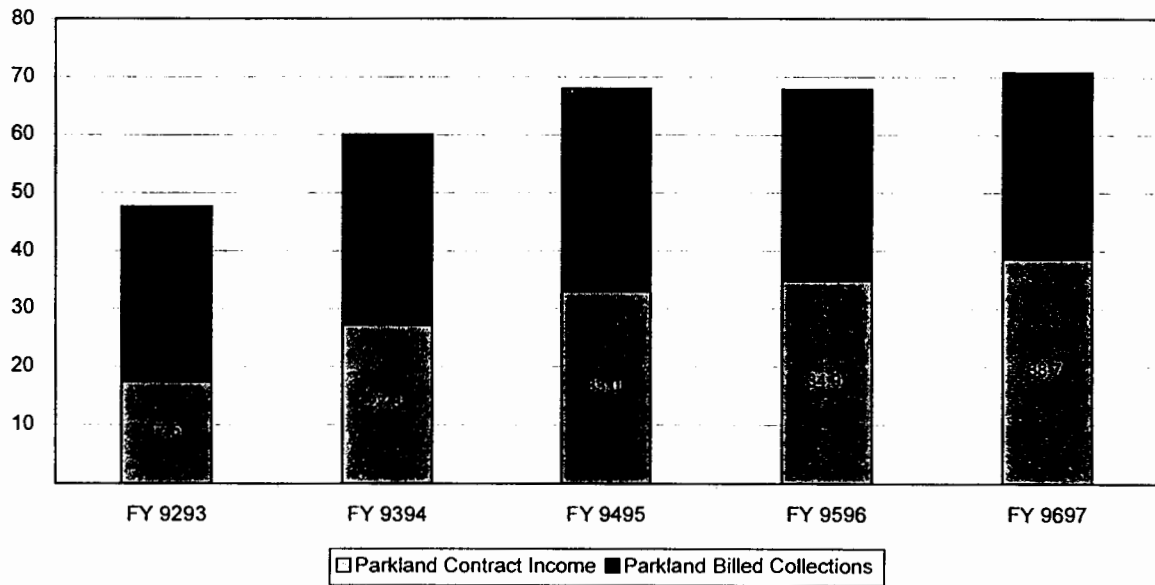
Top Ten Managed Care Carriers as a Percent of Total 81.2%

* Collections from Managed Care Appeals and Managed Care Self Pay are not allocated back to specific contracts.

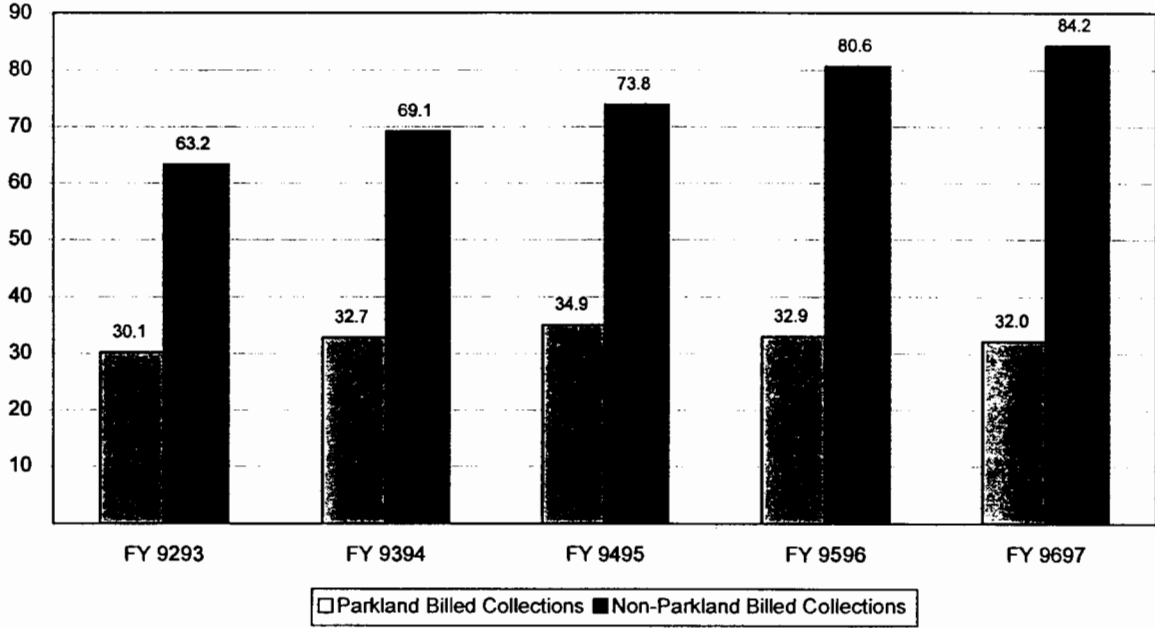
UT Southwestern Parkland Contract Income (Dollars in Millions)



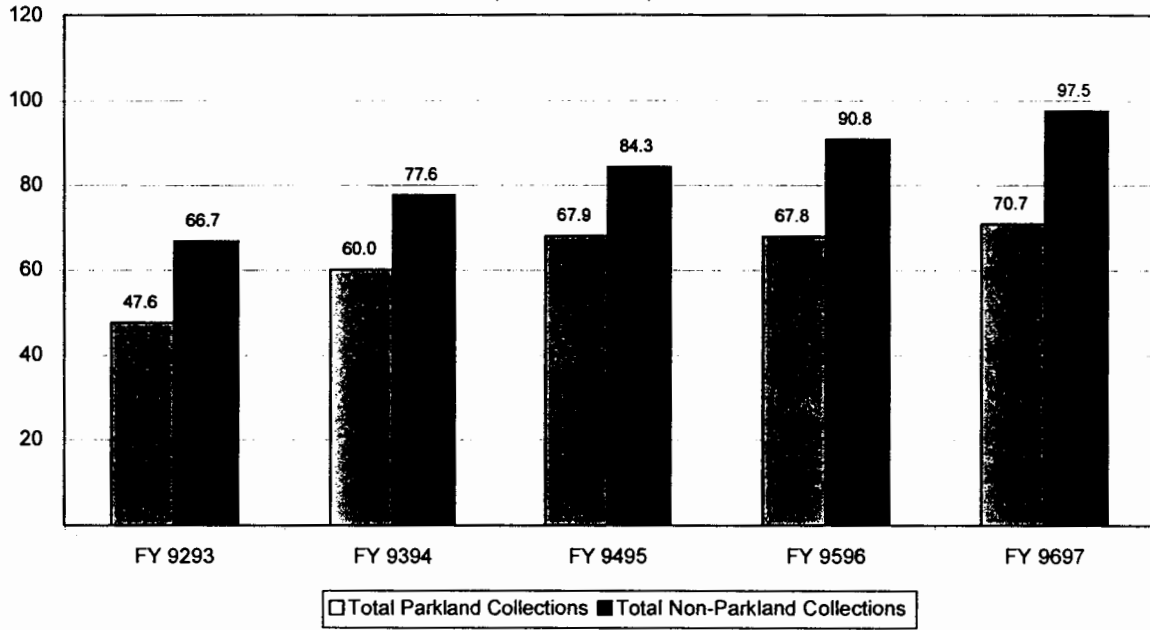
UT Southwestern Total Parkland Collections Billed and Contract (Dollars in Millions)



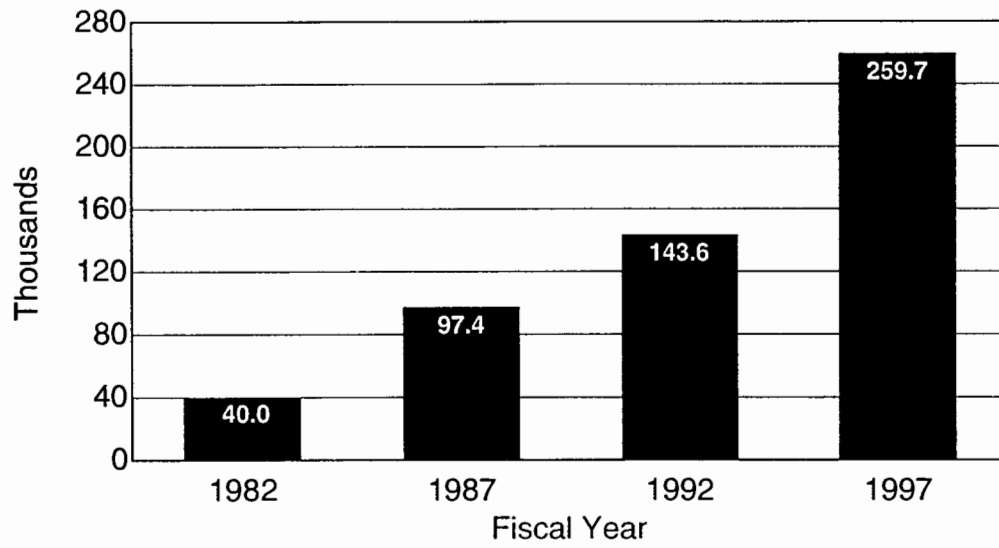
UT Southwestern Billed Collections Comparison (Dollars in Millions)



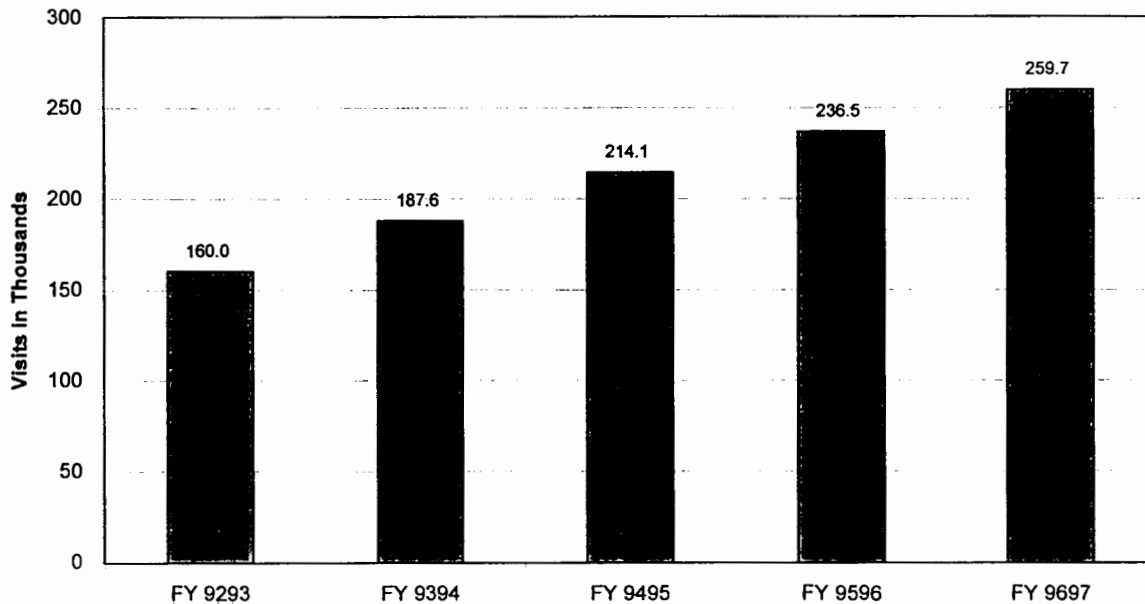
UT Southwestern Total Collections Comparison Billed and Contract (Dollars in Millions)



UT SOUTHWESTERN Aston Center Patient Visits

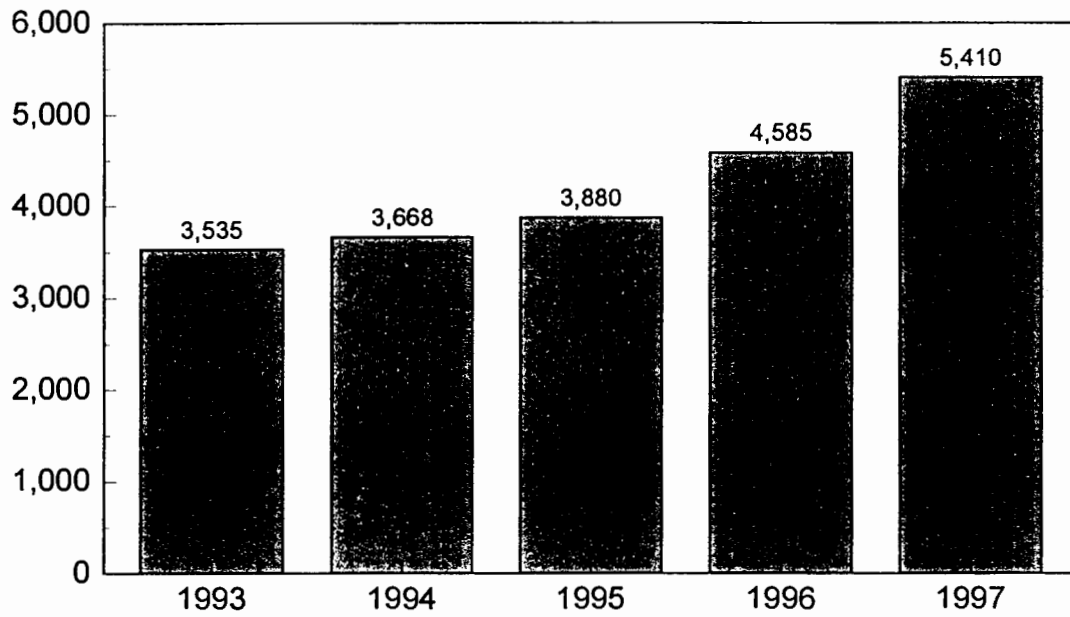


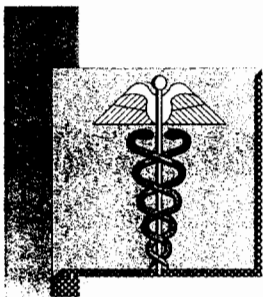
UT Southwestern Aston Patient Visits (Excluding Pathology)



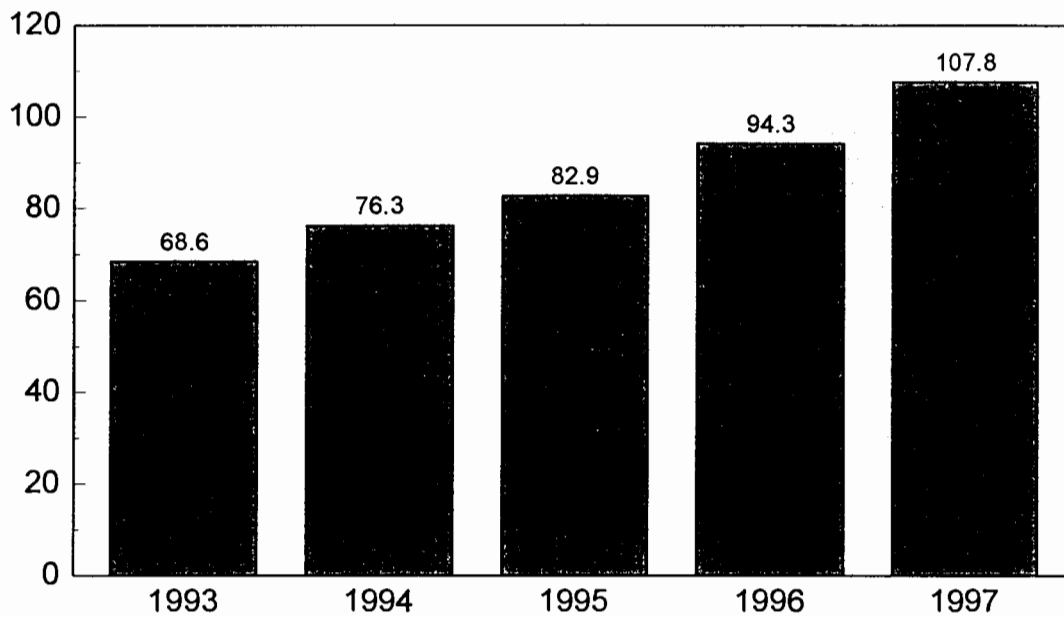


ADMISSIONS



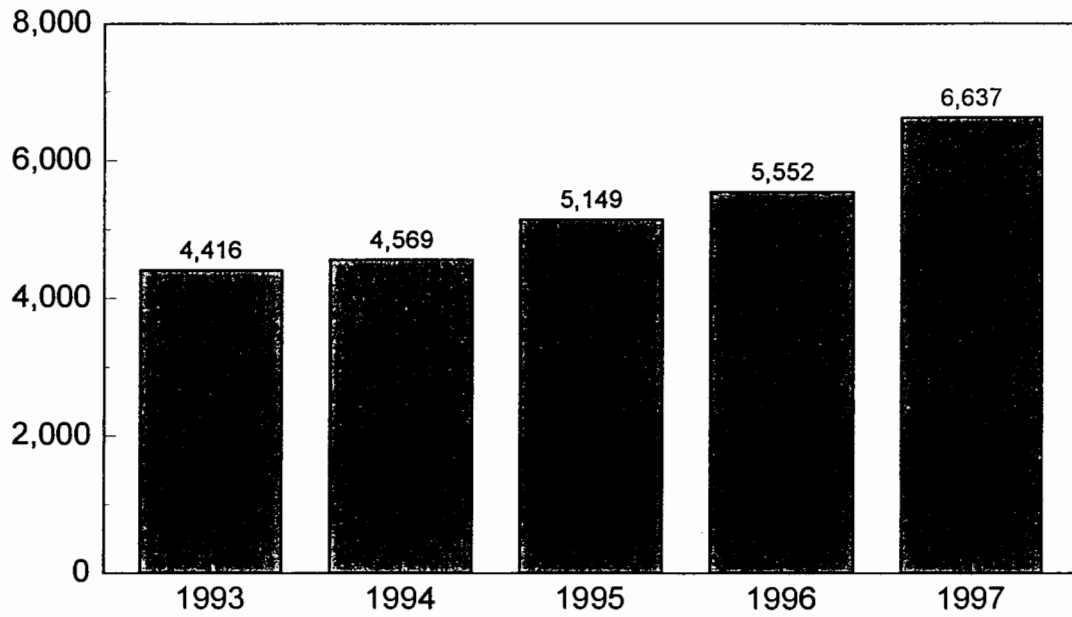


AVERAGE DAILY CENSUS





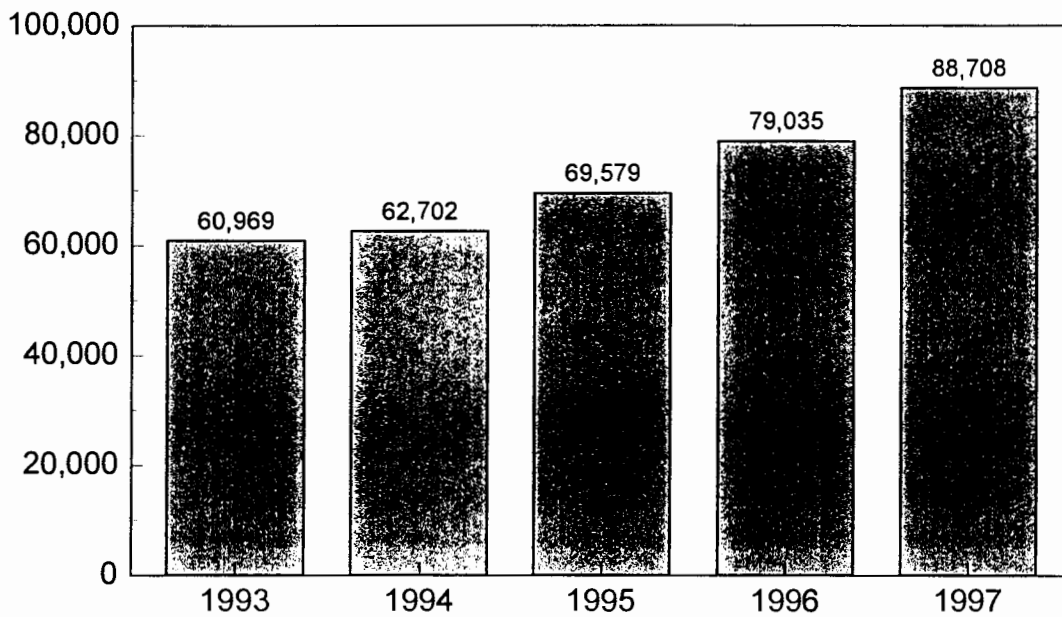
SURGICAL CASES





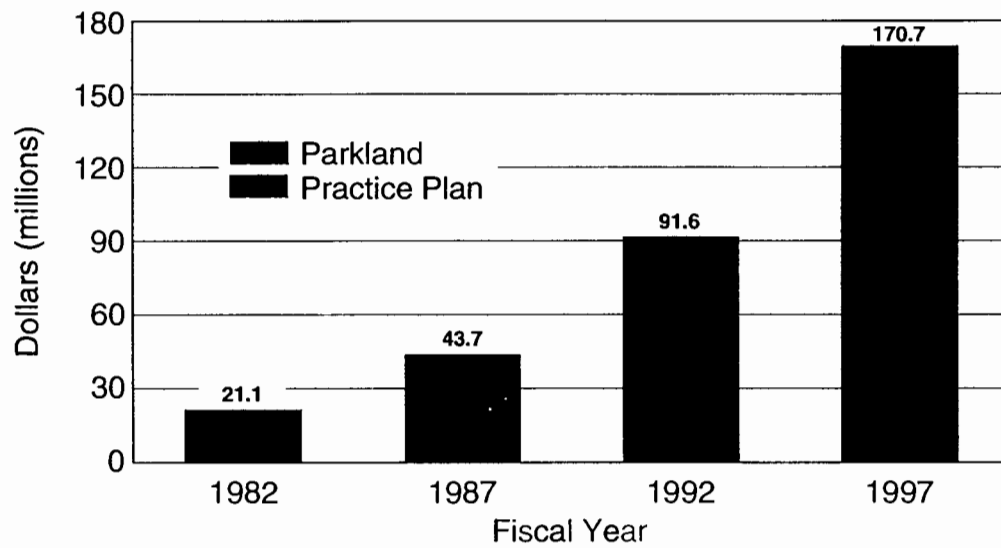
NET PATIENT REVENUES

In Thousands



Preliminary

UT SOUTHWESTERN Practice Plan and Parkland Income



**UT SOUTHWESTERN
HOSPITAL RELATED INCOME
FISCAL YEAR 1990 THRU FISCAL YEAR 2000**

	<u>FY 90*</u>	<u>FY 95</u>	<u>FY 97</u>	<u>FY 00</u>
Zale Lipshy University Hospital Income	\$ 5,295,332	\$ 22,661,019	\$ 24,728,461	\$ 27,021,457
Zale Lisphy University Hospital Inpatient Days	15,378	28,758	37,493	45,931
Income Per Inpatient Day	\$344	\$788	\$660	\$588

*First year of operation

**UT SOUTHWESTERN
CLINICAL INCOME
FISCAL YEAR 1990 THRU FISCAL YEAR 2000**

	<u>FY 90</u>	<u>FY 95</u>	<u>FY 97</u>	<u>FY 00</u>
James W. Aston Ambulatory Care Center Income	\$ 10,356,307	\$ 19,869,735	\$ 23,459,582	\$ 25,634,918
James W. Aston Ambulatory Care Center Outpatient Visits	130,791	214,107	259,733	334,506
Income Per Visit	\$79	\$93	\$90	\$77

**UT SOUTHWESTERN
RESEARCH AWARDS
FISCAL YEAR 1990 THRU FISCAL YEAR 2000**

	<u>FY 90</u>	<u>FY 95</u>	<u>FY 97</u>	<u>FY 00</u>
Research Awards	\$ 83,915,112	\$ 125,953,159	\$ 141,640,150	\$ 172,879,900

(Excludes V.A. and H.H.M.I.)

**UT SOUTHWESTERN
INDIRECT COSTS
FISCAL YEAR 1990 THRU FISCAL YEAR 2000**

	<u>FY 90</u>	<u>FY 95</u>	<u>FY 97</u>	<u>FY 00</u>
Indirect Cost Recoveries	\$ 15,839,378	\$ 26,317,260	\$ 30,801,841	\$ 37,733,580
Indirect Cost Rate	45%	54%	55%	56%

**UT SOUTHWESTERN
RESEARCH SPACE**

1996 Shortfall (As determined by Coordinating Board)	518,333 s.f.
--	--------------

2000 Shortfall (Projected)	595,521 s.f.
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**UT SOUTHWESTERN
PROPERTY ACQUISITIONS SINCE 1990**

<u>Description</u>	<u>Date</u>	<u>Square Footage</u>	<u>Type</u>
Charles C. Sprague Clinical Science Building	1990	126,738	New Construction
Data Center	1992	67,000	Acquisition
Simmons Biomedical Research Building	1993	336,070	New Construction
James W. Aston Ambulatory Care Center Addition	1994	138,245	New Construction
Nancy B. and Jake L. Hamon Biomedical Research Building	1995	213,246	New Construction
Clinical Services Buildings I and II	1995	130,000	Acquisition
Mockingbird Office Building	1996	150,000	Acquisition (UTSHS)
TOTAL		1,161,299	

**UT SOUTHWESTERN
PROPERTY ACQUISITIONS IN PROGRESS**

<u>Name/Description</u>	<u>Square Footage</u>	<u>Acreage</u>
Seay Biomedical Building	317,900	North Campus
Land Adjacent to Exchange Park and North Campus		
Tract A		23.111
Tract B		35.216
Medical Arts Building	102,000	3.709
Proton Therapy Center	60,000	North Campus
TOTAL	479,900	62.03

**UT SOUTHWESTERN
PROPERTY ACQUISITIONS (LAND) SINCE 1990**

<u>Description</u>	<u>Date</u>	<u>Acreage</u>
Land Adjacent to Data Center	1992	7.34
Land Adjacent to North Campus at Inwood and Harry Hines Blvd.	1992	8.295
Clinical Services Buildings Land	1995	7.458
Land Adjacent to the Clinical Services Buildings I and II	1996	4.47
TOTAL		27.563

**UT SOUTHWESTERN
DEBT
FISCAL YEAR 1997 THRU FISCAL YEAR 2002**

	Actual	Budgeted	Projected			
	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>
Debt Service Coverage	3.10	1.94	1.57	1.97	1.78	1.97
Debt Service to Unrestricted Operating Expense	3.89%	3.68%	4.17%	4.49%	4.60%	4.52%

**UT SOUTHWESTERN
UNRESTRICTED FUND BALANCE
FISCAL YEAR 1990 THRU FISCAL YEAR 2000**

	<u>FY 90</u>	<u>FY 95</u>	<u>FY 97</u>	<u>FY 00</u>
Unrestricted Fund Balance	\$ 95,575,572	\$ 121,315,269	\$ 155,482,946	\$ 171,313,786

NATIONAL ACADEMY OF SCIENCES
Members elected from Texas since 1979

GENERAL ACADEMIC INSTITUTIONS

Rice University - Houston

Curl, R.F.
Kinsey, J.
Smalley, R.E.

Southern Methodist University - Dallas

Wendorf, D.F.

University of Houston

Amundson, N.R.
Chu, P.C.W.

Texas A&M University - College Station

Adkisson, P.L.
Summers, M.D.

University of Texas - Austin

Amsel, A.
Bard, A.J.
Butzer, K.W.
DeVancouleurs, G.H.
Dewar, M.J.
DeWitt, B.S.
Fox, M.A.
Sclater, J.G.
Swinney, H.L.

MEDICAL INSTITUTIONS

Baylor Medical College - Houston

Caskey, C.T.
O'Malley, B.W.
Wakil, S.J.

UTHSC - Houston

Knobil, E.H.
Murad, F.

UT MD Anderson - Houston

Lennarz, W.J.

UT Southwestern - Dallas

Brown, M.S.
Deisenhofer, J.
Estabrook, R.W.
Garbers, D.L.
Gilman, A.G.
Goldstein, J.L.
Hudspeth, A.J.
McCann, S.M.
Uhr, J.W.
Unger, R.H.
Vitetta, E.
Wilson, J.D.

**RESEARCH EXPENDITURES
AT STATE HEALTH SCIENCE CENTERS**

	1995-96 \$ (millions)*
UT Southwestern	\$ 130.1
UT Houston	82.8
UT San Antonio	71.8
UT Galveston	65.4
Texas Tech	7.5
UNT	6.5
Texas A&M	5.4
UT Cancer Center	121.0
UT Tyler	6.8

*Excludes VA and HHMI

**FEDERAL AND PRIVATE R&D EXPENDITURES
AT STATE HEALTH SCIENCE CENTERS**

	1995-96 \$ (millions)*
UT Southwestern	\$ 121.9
UT Houston	77.8
UT San Antonio	65.1
UT Galveston	52.2
UNT	6.0
Texas Tech	4.9
Texas A&M	4.8
UT Cancer Center	61.1
UT Tyler	2.3

*Excludes VA and HHMI

**FEDERAL AND PRIVATE
SPONSORED PROGRAM EXPENDITURES
AT STATE HEALTH SCIENCE CENTERS**

	<u>1995-96 \$ (millions)*</u>
UT Southwestern	\$ 149.1
UT San Antonio	81.4
UT Houston	77.8
UT Galveston	70.0
UNT	6.0
Texas Tech	5.3
Texas A&M	4.8
UT Cancer Center	61.1
UT Tyler	2.3

*Excludes VA and HHMI

**FEDERAL AND PRIVATE
SPONSORED PROGRAM EXPENDITURES AND
STATE GENERAL REVENUE APPROPRIATIONS**

	A 1995-96 Federal and Private Funds*	B 1995-96 State GR Direct Appropriations	<u>A/B</u>
UT Southwestern	\$149.1 m	\$ 75.3 m	1.98
UTHSC San Antonio	81.4	98.4	.83
UTHSC Houston	77.8	101.2	.77
UTMB Galveston	70.0	195.1	.36
UNT	6.0	24.9	.20
Texas Tech UHSC	5.3	59.0	.09
Texas A&M Med School	4.8	16.0	.30
UT Cancer Center	61.1	108.7	.56
UTHC Tyler	2.3	20.9	.11
UT Austin	184.5	194.6	.95
Texas A&M	180.2	279.6	.64
U Houston	38.0	106.3	.36
Texas Tech	27.0	86.3	.31

*Excludes VA & HHMI

**INDIGENT CARE DELIVERED BY
STATE MEDICAL CENTER FACULTY**

	<u>1995-96 \$ (millions)</u>
UT Southwestern	\$ 144.4
UT Galveston	81.0
UT Houston	66.9
Texas Tech	56.8
UT San Antonio	44.4
UNT	2.8
Texas A&M	N/A
UT Cancer Center	15.5
UT Tyler	7.2

**CONTRIBUTIONS TO THE STATE ECONOMY FROM
EXTERNALLY GENERATED DOLLARS BY THE UT SYSTEM**

	A	B	
	External	1994 State	
	Economic	General Revenue	
<u>Medical Institutions</u>	<u>Contribution*</u>	<u>Appropriation</u>	Leverage
			Ratio
			(A/B)
UT Southwestern	\$402 m	\$ 72 m	5.6
UT San Antonio	229 m	95 m	2.4
UT Houston	186 m	100 m	1.9
UT MD Anderson	155 m	109 m	1.4
UT MB Galveston	151 m	227 m	0.7
UT Tyler	6 m	21 m	0.3
<u>General Academic Institutions</u>			
UT Austin	\$776 m	\$200 m	3.9
UT El Paso	146 m	43 m	3.4
UT Arlington	73 m	63 m	1.2
UT Dallas	59 m	34 m	1.7
UT San Antonio	49 m	39 m	1.3
UT Pan American	12 m	30 m	0.4
UT Tyler	6 m	11 m	0.6
UT Permian Basin	3 m	7 m	0.4
UT Brownsville	1 m	7 m	0.1

*Calculations by UT Austin / Bureau of Business Research, 1994

ASSESSMENTS OF THE QUALITY OF MEDICAL SCHOOL FACULTY THROUGH NATIONAL PEER-REVIEW MECHANISMS

1. Survey of Medical School Deans
2. Competition for NIH Grants
3. Competition for Howard Hughes Investigators
4. Faculty Elected to National Academy of Sciences
5. Faculty Elected to Institute of Medicine
6. Faculty Elected to Association of American Physicians
7. Faculty Selected for "Best Doctors in America"
8. Citation Impact Ranking of Published Papers

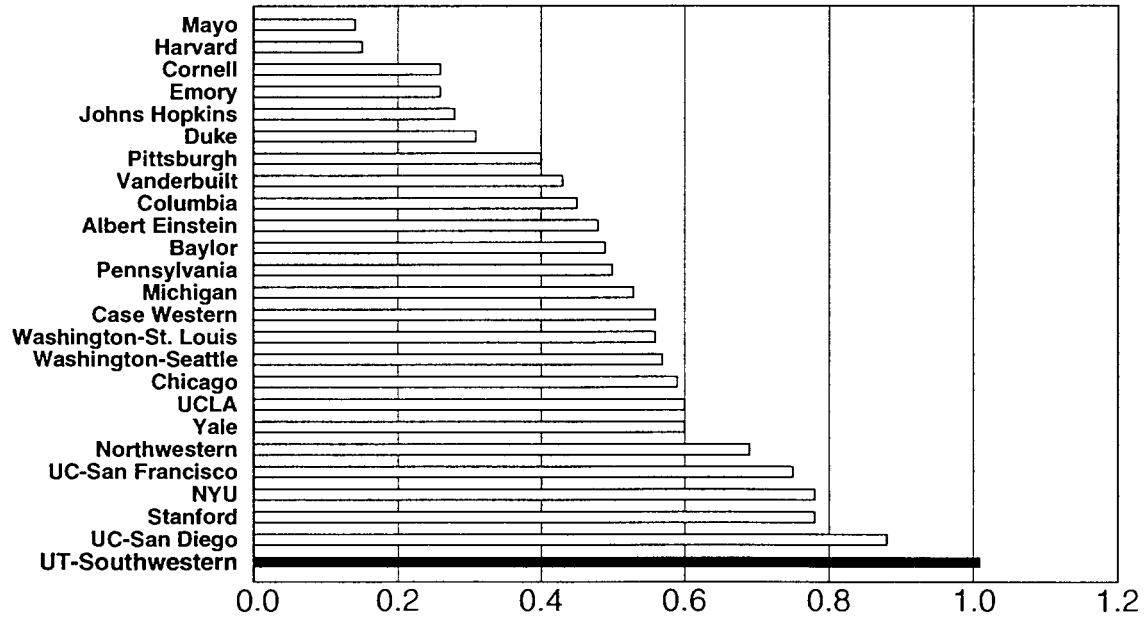
SCHOOLS THAT RANK AT THE TOP IN ALL CATEGORIES

Harvard
UC-San Francisco
Stanford
Johns Hopkins
Yale
Washington-St. Louis
UT Southwestern
Duke
Pennsylvania
Washington-Seattle
Columbia
UCLA

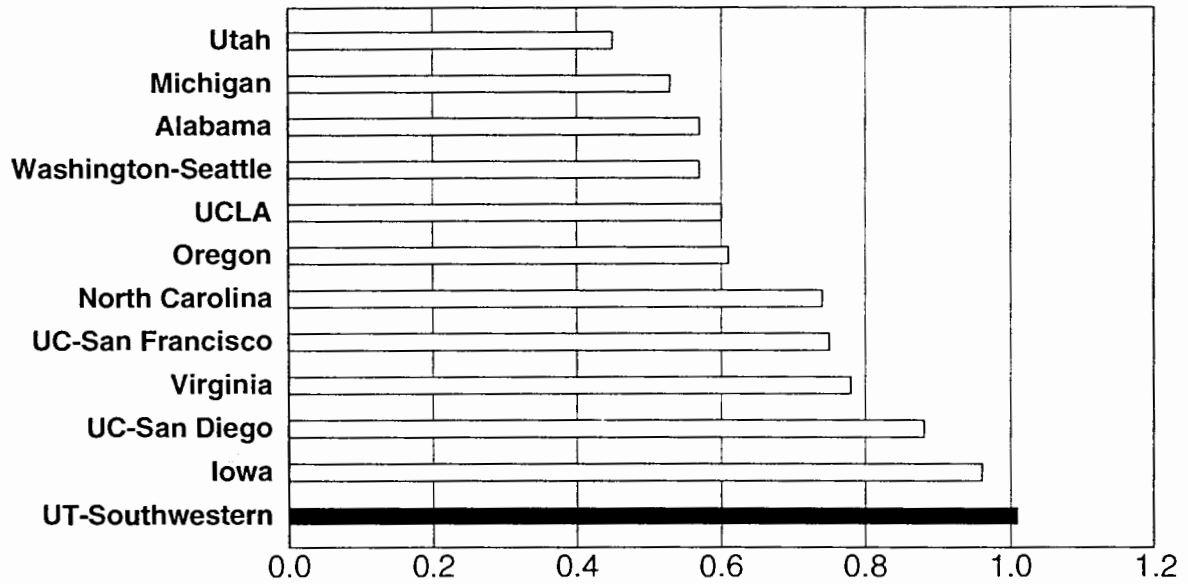
US NEWS AND WORLD REPORT'S "TOP 25 MEDICAL SCHOOLS"

Overall Ranking	Ranking by "Academic Reputation"	Ranking by Objective Measures of Faculty Quality (raw data)	Ranking by Objective Measures of Faculty Quality (per # of faculty)
Harvard	Harvard	Harvard	UC-San Francisco
Johns Hopkins	Johns Hopkins	UC-San Francisco	Stanford
Duke	Duke	Yale	Yale
UC-San Francisco	Stanford	Stanford	Washington-St. Louis
Washington-St. Louis	UC-San Francisco	Johns Hopkins	UT Southwestern
Yale	Washington-St. Louis	Washington-St. Louis	Harvard
Pennsylvania	Yale	UT Southwestern	Johns Hopkins
Columbia	Pennsylvania	Duke	UC-San Diego
Michigan	Michigan	Pennsylvania	Duke
Stanford	Washington-Seattle	Washington-Seattle	Pennsylvania
UCLA	Columbia	Columbia	Chicago
Cornell	Chicago	UCLA	Washington-Seattle
Washington-Seattle	UT Southwestern	Michigan	UCLA
Vanderbilt	UCLA	Chicago	Columbia
Baylor	Cornell	UC-San Diego	Vanderbilt
Chicago	Vanderbilt	Baylor	Michigan
Pittsburgh	Baylor	Cornell	Baylor
Case Western	Case Western	Vanderbilt	NYU
Emory	UC-San Diego	NYU	Cornell
UC-San Diego	Pittsburgh	Pittsburgh	Case Western
UT Southwestern	Emory	Case Western	Einstein
Einstein	Northwestern	Mayo	Mayo
NYU	Einstein	Einstein	Northwestern
Mayo	NYU	Emory	Pittsburgh
Northwestern	Mayo	Northwestern	Emory

1996-97 Medical Student/Faculty Ratio of Twenty-five Outstanding Medical Schools



1996-97 Medical Student/Faculty Ratio of Twelve Outstanding State Medical Schools



UT SOUTHWESTERN NATIONAL AND STATE RANK AMONG MEDICAL SCHOOLS

	National		State	
	Rank (raw data)	Rank (per # of faculty)	Rank (raw data)	Rank (per # of faculty)
Nobel Prizes	1	1	1	1
National Academy of Sciences Members	4 (tie)	3	1	1
Institute of Medicine Members	9	6	1	1
Association of American Physicians Members	4	5	1	1
American Society of Clinical Investigation Members	6 (tie)	5	1	1
Howard Hughes Investigators	7 (tie)	5	1	1
Howard Hughes Resource Grants	1 (tie)	1	1	1
Approved Clinical Investigators	3	1	1	1
NIH Grants	18	10	1	1
Top Medical Specialists	13	8	1	1
Citation Impact of Publications (1980-93)	5	—	1	—
Citation Impact of Publications (1990-96)	4	—	1	—
Graduate Program Reputation Ranking	15	—	1	—
US News Ranking (Overall)	21	—	2	—
US News Ranking (Academic Reputation)	13	—	1	—
Number of Faculty	43	—	2	—
Faculty:Student Ratio	67	—	4	—
Charity Care Delivered	1	1	1	1

CONCLUSIONS

- All of Texas' medical institutions provide major benefits to the State
- By all criteria -- education, research, clinical care to needy patients, leveraging ability, etc. -- UT Southwestern produces more benefits per State dollar received than any other State medical school
- UT Southwestern educates more pre- and post-doctoral students than any other State medical school (including more primary care and family practice trainees), at less cost per student
- UT Southwestern has an enviable record in minority education
- UT Southwestern performs more research than any other State medical school
- UT Southwestern's faculty provides more charity care than any other State medical school
- UT Southwestern's ability to utilize State funds to attract outside research dollars is the greatest of any State medical school
- UT Southwestern has a record of exceptional administrative efficiency
- UT Southwestern's overall excellence and quality is second-to-none
- If medical school funding were based on objective performance and measurable outcomes, UT Southwestern would deserve more state funds

"This is a facility that's leveraged state dollars well. It's encouraged private/public partnerships and has been the launching pad for four Nobel Prize winners. This is exactly the kind of efficiency in government that stands Texas well."

*Governor George W. Bush
(December 15, 1994)*

**UT SOUTHWESTERN'S RANKING AMONG TEXAS'
SEVEN STATE MEDICAL SCHOOLS**

	<u>Results Produced</u>	<u>State Funds Received per Results Produced</u>
Medical Students Admitted	1st (tie)	4th
Medical Students Graduated	1st	4th
Clinical Residents Trained	1st	7th
Primary Care Physicians Trained	1st	7th
Family Practitioners Trained	1st	7th
Indigent Clinical Care Provided	1st	7th
Research Performed	1st	7th
External Funds Earned	1st	7th

**WHAT WOULD HELP UT SOUTHWESTERN
ACHIEVE ITS GOAL OF BEING THE NATION'S BEST
ACADEMIC MEDICAL CENTER?**

- Provision of adequate and equitable funding for the education of enrolled students and post-graduate trainees (State and Federal)
- Provision of adequate and equitable funding for the clinical care of indigent patients (State, Federal, and County)
- Allocation systems for the distribution of State and PUF funds which are based on objective measures of productivity, including the provision of incentives and rewards for excellence in education, in research, and in the leverage of State and PUF funds with outside dollars
- Continued commitment of affiliated hospital boards to medical education and to excellence in clinical care, and continued understanding of the value of the medical school's role and contributions
- Time (one to two decades)