

UT Brownsville Compact for FY 08 – FY 09

Mission: Provide accessible, affordable, postsecondary education of high quality, to conduct research which expands knowledge and to present programs of workforce training and continuing education, public service, and cultural value. UT Brownsville in partnership with Texas Southmost College combines the strengths of the community college and those of a university by increasing student access and eliminating inter-institutional barriers while fulfilling the distinctive responsibilities of each type of institution.

The Partnership offers certificates and associate, baccalaureate, and graduate degrees in liberal arts, the sciences, and professional programs designed to meet student demand and national and international needs.

Top 5 Priorities for FY 08 – FY 09:

1. Enhance student success in academic progress and, thereby, decrease average time to graduation.
2. Provide accessible, affordable post-secondary education through efficient use of resources and expanded services to reach students.
3. Promote excellence in teaching and learning.
4. Advance academic and economic development in our region, including collaborative efforts.
5. Expand knowledge through research.

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)	* (2000) * (2003)	55% (2004)	70% (2010)	Advising program and implemented initiatives expected to help increase persistence
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	NA (1997) NA (2000)	NA (2001)	10% (2010)	Increase by 2% each year with initiatives: flat-rate tuition, student employment, guaranteed tuition and fees
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	NA (1995) NA (1998)	NA (1999)	25% (2010)	Increase by 5% each year with initiatives: flat-rate tuition, student employment, guaranteed tuition and fees
Number of Graduates	618 bachelors 148 master's (2002)	788 bachelors 154 master's (2006)	900 bachelors 175 master's (2009)	New bachelors and master's degree programs in place should produce additional graduates. Similar growth expected in certificates and at the associates level.
Certification-- Passing rate on state certification/licensures for education and nursing graduates	Above requirement	93.5% Education 93% Nursing	Remain above 90%	Increase quality of graduates while increasing number of graduates results in more teachers and health professionals in the community
Semester Credit Hours-- # of students taking 15 SCHs or more	841 (fall 2002)	1,215 (fall 2006)	10% increase (2008)	This is a major step in meeting four-year graduation rate goals. Initiatives that have made impact in this area will be continued.
Distance Education-- # of SCHs generated in distance education courses	1,129 (fall 2002)	5,946 (fall 06)	10% increase (2008)	Multiple avenues to college courses are important to accessibility.
Percent of baccalaureate graduates employed and/or in graduate or professional school	92.6% (FY 2002)	92.7% (FY 2005)	Remain above 90%	As reported by the State Accountability System, Texas Higher Coordinating Board.

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II. Update Strategic Initiatives from 2006 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Enhance retention through concerted efforts, including hiring additional full-time advisors	Decrease student/advisor ratio	Advising is crucial to the early success of new students and the progress of returning students.	Added 11 advisors using new fee	Ratio decreased from 1,514:1 to 575:1. Advisors working closely with departments to implement degree audits.
2. Analyze institution for organizational efficiency and productivity	Create benchmarking	Establish comparisons to well-funded university.	Identified cost savings	Priorities were established to grow the university. Improved space utilization.
3. Increase service learning opportunities in the areas of neighborhood revitalization, health promotion, and education	Increase faculty and courses reporting service learning	Neighborhood will benefit from student involvement as will the students.	Increased awareness and commitment to community	65 faculty, up from 58, participated in service learning with 114 courses represented; 1,963 students participated.
4. Increase health awareness and expand wellness and recreational activities and facilities	Build Recreation Education Kinesiology Center	Students need to be aware of health improvement and disease prevention. New facility will enhance access to activities.	Expected to complete facility by 2008	Newest major construction underway and on schedule; students benefiting from emphasis on wellness. Director of REK Center hired.
5. Implement Center for Biomedical Studies (CBS)	Receive funding; attract quality faculty	External federal funding (\$12.8M multi-year) supports faculty and student research relevant to this community--including Alzheimer's disease, diabetes, and cardiovascular disease.	Initiate center by 2006	Center has developed reputation for quality research, community outreach, and student engagement. Had seven faculty members in FY 2005; added three in FY 2006. Across campus, 27 faculty members conduct research in biomedical studies. Granted TRB funding for new building to house the CBS, to be completed in 2010.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Develop a plan for a major campaign for scholarships	Establish time frame and funding goals	Consultant made recommendations. Additional personnel and training needed.	Add scholarships/increase access	Re-organize Institutional Advancement Division to better utilize current talents and add new hires with good fit to the needs of university.

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2. Strengthen and develop quality programs that attract top students and faculty	Increase majors	Students will match programs that have high economic demand, including biology and environmental sciences, business administration, and education programs.	Increase majors by 5 to 10% in existing programs	Grow number of faculty in high-demand areas. Recruit and support students to these majors by 2009. Increase bilingual education from 734 majors to 775; environmental sciences majors from 33 to 65; biology majors from 371 to 550; add business administration majors in three new programs: entrepreneurship, service marketing management, and international business. Enroll first cohort in EdD program
3. Sustain and strengthen our activities in support of economic development	New businesses and jobs	Jobs requiring higher education and technical skills affect overall economy of area. Technology transfer is now on horizon for the university.	Help city add two new businesses in coming year	Increase funding for business incubator through grants and increase collaborations with business and industry. Work closely with the Brownsville Economic Development Council to bring information technology companies to the city.
4. Expand outreach programs and distributed education	Increase # of students	Programs that bring students to campus are particularly beneficial to first-generation students and high financial need students.	Add to Upward Bound and add Summer Bridge programs	University provides outreach to thousands of students from junior high and high schools. Apply for grants to support efforts and engage superintendents in these endeavors. Use federal and state grants to bring high school and junior high students to campus. Add one district and three schools to outreach program.
5. Continue new construction	\$113M in construction in pipeline	Includes TSC bond-funded TRB funded, and student funded facilities.	Construction office will manage six projects	Use cost-savings measures to ensure programming needs are met to get facilities underway and completed.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 07-08, 08-09
1. Initiate the Math and Science Academy, which was approved in the 79th Legislature. A principal will guide the school, including fundraising efforts, curriculum, and social development for students.	Increase the number of STEM majors who are college-ready.	Enroll 70 students	Enroll 20-25 juniors in fall 2007 Enroll 35-45 juniors in fall 2008
2. Student success initiatives will build on the improvements realized in the student employment initiative and scholarship programs that have required taking 15 SCH and completing 30 SCH per year.	Increase student course completion and academic success rates.	Increase percentage of SCH completed to 95%	Students in current initiatives complete 84 to 100% of hours attempted. To increase success, university will provide professional development opportunities for faculty and staff regarding learning communities. In 2008, will begin learning communities program to increase academic success for more students.
3. Implement Quality Enhancement Plan (QEP) developed around the theme of communication as an academic success skill for lifelong learning.	Improve students' reading, writing, and speaking skills.	Campus-wide buy-in for communication success	QEP project will be finalized with review by SACS in spring 2008. Implementation will begin in AY 2008-09.

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IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

University is operating under a five-year Enrollment Management Plan that includes recruitment and outreach targeting enrollment growth with the goal of 20,000. A new plan, which may affect that enrollment goal, is being developed with assistance and guidance from UT System. The University's campus representative was appointed and scheduled to meet with System. Changes in admissions standards include admission to colleges and schools based on college-readiness status. This change will help the university to better assist students to academic success.

b. Financial Management Plan

We are evaluating the use of the Future Perfect software that would complement the Enrollment Management Plan.

c. Information Security Plan

UT Brownsville will utilize industry best practice standards for information security in an effort to ensure institutional compliance with applicable laws and rules. The UT Brownsville Information Security Action Plan will implement some of the methodology defined by the International Organization for Standardization in ISO 27001 for the development of an Information Security Management System (ISMS). The primary goal of the UT Brownsville Security Action Plan is to comply with the requirements of the University of Texas System Policy 165 (UTS-165) and Texas Administrative Code Part 10, Chapter 202 Information Security Standards (TAC 202).

V. Number of New Faculty Positions Projected to 2010

FIELD	FY 06	FY 07	FY 08	FY 09	FY 10	Total FY 06 – FY 10
STEM	6	2	4	4	5	21
Medical/Health	4	2	2	2	2	12
Business	3	2	2	2	2	11
Liberal Arts	14	2	3	4	4	27
Education	6	2	2	2	3	15
Total	33	10	13	14	16	86

Comments: Calculations based on faculty growth at 3% student enrollment increases.

VI. Status of Campus Strategic/Long-Range Plan: The campus strategic plan is being developed with campus and community members, under the leadership of the Provost. The Institutional Effectiveness Plan supports the foundation of the strategic plan, which will be aligned with the System's strategic plan, the state's Closing the Gaps plan, and the University's Futures Commission Report.

VII. Campus Consultation to Develop Compact: Received input from Provost Council, Deans Council, Academic Senate and Staff Senate. Final approval from Executive Council.

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VIII. Budget

Operating Budget - Fiscal Year Ending August 31, 2007					
	FY 2005	FY 2006	FY 2007	Increases (Decreases)	
	Actual	Adjusted	Operating	From 2006 to 2007	
		Budget	Budget	Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 9,273,242	11,284,887	13,545,015	2,260,128	20.0%
Federal Sponsored Programs	33,058,628	28,259,661	32,183,695	3,924,034	13.9%
State Sponsored Programs	2,259,540	2,705,122	2,608,122	(97,000)	-3.6%
Local and Private Sponsored Programs	39,706,179	42,736,857	45,239,072	2,502,215	5.9%
Net Sales and Services of Educational Activities	1,149,611	659,220	540,146	(119,074)	-18.1%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	825,230	1,976,457	1,130,632	(845,825)	-42.8%
Other Operating Revenues	31,007	13,524	4,868	(8,656)	-64.0%
Total Operating Revenues	86,303,437	87,635,728	95,251,550	7,615,822	8.7%
Operating Expenses:					
Instruction	32,114,595	35,602,798	36,471,701	868,903	2.4%
Academic Support	8,686,087	11,567,286	12,768,873	1,201,587	10.4%
Research	3,697,000	5,091,411	5,211,545	120,134	2.4%
Public Service	4,143,570	3,165,678	5,450,243	2,284,565	72.2%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	10,252,324	10,915,038	12,458,047	1,543,009	14.1%
Student Services	8,012,928	6,427,770	7,857,980	1,430,210	22.3%
Operations and Maintenance of Plant	8,230,517	8,393,578	8,662,438	268,860	3.2%
Scholarships and Fellowships	27,292,534	22,527,730	24,953,477	2,425,747	10.8%
Auxiliary Enterprises	4,080,491	8,189,498	6,113,840	(2,075,658)	-25.3%
Depreciation and Amortization	3,501,673	4,775,952	4,871,471	95,519	2.0%
Total Operating Expenses	110,011,719	116,656,739	124,819,615	8,162,876	7.0%
Operating Surplus/Deficit	(23,708,282)	(29,021,011)	(29,568,065)	(547,054)	1.9%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	27,697,864	30,152,033	30,604,463	452,430	1.5%
Gifts in Support of Operations	132,125	-	90,673	90,673	-
Net Investment Income	998,811	229,659	734,659	505,000	219.9%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	28,828,800	30,381,692	31,429,795	1,048,103	3.4%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(1,957,749)	(2,115,816)	(1,932,723)	183,093	-8.7%
Total Transfers and Other	(1,957,749)	(2,115,816)	(1,932,723)	183,093	-8.7%
Budget Margin (Deficit)	3,162,769	(755,135)	(70,993)	684,142	-90.6%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	717,365	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	73,659	15,036	5,000	(10,036)	-66.7%
Additions to Permanent Endowments	461,823	-	-	-	-
Transfers for Debt Service - Principal	(1,563,698)	(2,087,483)	(2,867,143)	(779,660)	37.3%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	1,139,670	425,000	1,340,000	915,000	215.3%
SRECNA Change in Net Assets	\$ 3,991,588	(2,402,582)	(1,593,136)	809,446	-33.7%
Total Revenues and AUF Transfers	\$ 115,132,237	118,017,420	126,681,345	8,663,925	7.3%
Total Expenses (Including Transfers for Interest)	(111,969,468)	(118,772,555)	(126,752,338)	(7,979,783)	6.7%
Budget Margin (Deficit)	\$ 3,162,769	(755,135)	(70,993)	684,142	
Reconciliation to Use of Prior Year Balances					
Depreciation		4,775,952	4,871,471		
Capital Outlay		(2,791,194)	(2,791,194)		
Transfers for Debt Service - Principal		(2,087,483)	(2,867,143)		
Budgeted Transfers		-	-		
Use of Prior Year Balances		(857,860)	(857,859)		

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IX. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006
Undergraduate headcount	8,244	8,470	9,131	9,699	10,656	12,357	14,835
Graduate/professional headcount	751	834	822	893	890	893	842
Total enrollment	8,995	9,304	9,953	10,592	11,546	13,250	15,677
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06
Baccalaureate degrees granted	475	543	618	613	684	681	788
Master's degrees	151	146	148	155	166	189	154
<i>academic year</i>	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Faculty	453	466	495	526	558	638	693
Administrative		93	105	109	111	114	121
Other, Non-Faculty		1,187	1,137	1,104	1,117	1,017	1,205
Student employees		1	NA	NA	NA	212	199
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006
FTE student / FTE faculty ratio	18 to 1	17 to 1	18 to 1	18 to 1	18 to 1	18 to 1	18 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Federal research expenditures	\$241,980	\$602,856	\$896,646	\$1,011,353	\$2,889,894	\$4,897,516	\$5,131,456
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Revenue / FTE student	\$5,000	\$4,000	\$4,000	\$5,000	\$4,000	\$5,000	\$5,000
(nearest thousand)							
<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
Endowment total value	\$770,000	\$927,000	\$3,065,000	\$3,904,000	\$4,829,000	\$5,599,000	\$6,373,000