

**UT Health Science Center – San Antonio
Compact for FY 08 – FY 09**

Mission: The University of Texas Health Science Center at San Antonio's mission is to educate diverse health care providers and scientists; engage in biomedical and clinical research to improve human health; provide state-of-the-art clinical care; enhance community health awareness and practices; and address health disparities.

Top 5 Priorities for FY 08 – FY 09:

1. Education - Active Learning Strategy - Quality Enhancement Plan for SACS Reaffirmation of Accreditation.
2. Research - Programmatic planning for South Texas Research Facility to expand the research capacity of the institution.
3. Clinical Care - Construction of the Medical Arts and Research Center (MARC) and define product line within MARC.
4. Community Service - Establish Dental Health, Public Health and Nutrition education Programs in South Texas.
5. Organizational Effectiveness - Recruitment of Chief Operating Officer (COO).

I. Performance Summary Table and Analysis

Indicator	Past		Current	Goal	Explanation
Enrollment Growth (grad/prof) Fall	2002	2005	2006	2007	
Allied Health	146	278	273		Adjust enrollment as market demands
Biomedical Sciences	320	371	375		Adjust enrollment as market demands
Dental	404	402	407	440	10% increase
Medical	822	827	849	910	10% increase
Nursing	129	220	237		Adjust enrollment based on faculty availability
All Sponsored Research Expenditures	\$112,232,653 (2002) \$134,058,535 (2005)		\$139,778,732 (2006)	\$144,391,430 2007	Increase total sponsored research by an average of 3.3% per year as compared to FY2006
Federal Sponsored Research Expenditures	\$83,760,708 (2002) \$95,125,850 (2005)		\$95,110,395 (2006)	\$97,963,707 2007	Increase federal sponsored research by 2-3% per year
Uncompensated Health Care According to the State Definition – physicians only	\$70,149,189 (2002) \$98,545,392 (2005)		\$101,784,720 (2006)	\$100,000,000 (2007)	Formulate a plan to address uncompensated care over the next five years
Net Clinical Revenue	\$74,175,840 (FY05)		\$79,578,633 (FY06)	\$82,363,885 (FY07)	Increase by at least 3.5% each year over the next 5 years
Primary Investigators (PIs) with external funding over \$1,000,000	42 (FY05)		39 (FY06)	41 (FY07)	Increase a net gain of 2 PIs per year with \$1M extramural funding over the next 5 years
Number of Funded Endowed Chairs and Professorships	66 (FY05)		76 (FY06)	90 (FY07)	Currently have 95 endowed chairs and professorships, plan to fill 95% of positions

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II. Update Strategic Initiatives from 2006 Compact for FY 07 – FY 08

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Develop 5-Year Strategic Plan for UTHSCSA	Identify goals aligned with UT System Strategic Plan	Engaged planning effort as part of SACS Reaffirmation of Accreditation	Drafted FY 2006, Approved in FY 2007	Strategic Plan developed and approved by UT System
2. Develop & sustain the quality and capacity of faculty and student learning experience by establishing the Academic Center for Excellence in Teaching (ACET).	Strategies for excellence in teaching	Presidential initiative to enhance education as major emphasis	Establish Center with faculty involvement	Director hired, ACET in operation, components established including a website and steering council meets on a regular basis
3. Secure the lead campaign gift or pledge for the capital campaign	Secure lead gift of \$25 million	Funding state-of-the art research labs, recruitment/retention, scholarships, & community outreach	Develop material for major gift and identify donor	Acquired a \$25 M cash gift. Plan to use funds has been developed.
4. Implement the School of Medicine Clinical Skills Center to enhance the pass rates of medical students	Complete construction and hire Director	Liaison Committee on Medical Education (LCME) requirement for new National Board of Medical Examiners' (NBME) Step 2 Clinical Skills Exam	Center operational by spring 2005	Center is in full operation

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Determine clinical care needs and enhance clinical care systems	Feasibility Study Medical Arts & Research Center	Capital financing plan to fund the construction of the Medical Arts and Research Center (MARC)	Complete design & hold groundbreaking by FY08	Identify final space requirements, final construction estimates, and final equipment requirements
2. Conduct successful capital campaign to secure adequate support for the endowment and construction of the Research Tower	Recognized need for increased research space	As of 3-1-07, \$206 M of campaign received towards \$300 M goal	\$300 M (\$150 M to Endowed & Research Support)	Project space needs, secure funding and begin recruitment of leading scientists
3. Dental School Student Simulation Laboratories	Enhance & modernize student laboratories	Identify funding	Secure funding	Secured \$3.1 M in funding and project is anticipated to be complete end of FY 2007

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III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 07-08, 08-09
1. Interdisciplinary Education - Development and expansion of interdisciplinary programs for scientists and health care providers in graduate education.	Graduate School is developing thematic curriculum to enhance interdisciplinary education focus.	Development of thematic curriculum over five years	FY 07-08, develop thematic areas of study, FY 08-09, develop and implement thematic interdisciplinary curriculum and programs.
2. Chair of Medicine - The School of Medicine will use its transformation process to search for a new Chair of Medicine	New Chair of Medicine will play critical role in the School of Medicine's transformation process.	Hire new Chair by end of 2007.	FY 07-08 Search Committee and external firm to solicit qualified candidates for Chair of Medicine. Chair hired by end of FY 07-08.
3. Wellness on campus	Enhanced health status of employees and students	Healthier workforce	1. explore the possibility of providing on-site primary care to all eligible faculty/staff 2. research the options to expand a fitness center on campus

IV. UT System Strategic Plan Initiatives

a. New Clinical Programs/Products

Signature product lines are being developed. However, due to confidentiality agreements, UTHSCSA is not able to disclose all of these in the Compact. Other signature programs being promoted that are patient centric, support multidisciplinary care and will be geographically placed in the future Medical Arts and Research Center include the Heart-Lung Vascular, Digestive Diseases, and Primary Care/Genetics.

b. Financial Management Plan

UTHSCSA's current financial condition has enabled the institution to secure debt financing for such strategic initiatives as the expansion of our clinical enterprise through the construction of a new Ambulatory Surgery Facility, the implementation of an Electronic Medical Records and new Patient Management System to enhance clinical efficiency, patient safety and treatment quality, and the purchase of a Cyclotron to enhance our research core.

UTHSCSA has expanded our financial portfolio with significantly enhanced gift revenues. Our Operating Budget plans include investments in competitive compensation for both faculty and staff and the implementation of an "XYZ" Faculty Compensation strategy. We have also developed a financial planning tool that accurately quantifies "investible" net assets.

c. Information Security Plan

UTHSCSA's Information Security Plan (ISPP) has been implemented and its primary focus is implementation of regulatory requirements (including HIPAA, FERPA, and TAC202), as well as compliance with UT System directives. The program provides the structure for strategic solutions to reduce the institution's information security risk. The Chief Information Security Officer reports to the CIO for program guidance. The President is informed by the Chief Information Security Office of critical security issues as they arise and is briefed annually on the program's progress and strategic direction. Key components of the Information Security Program include policy, training, technology based solutions and operations support and monitoring activities.

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V. System Contributions and Investments

a. Summary of STARS and special PUF investments

	\$ Amount FY 05	\$ Amount FY 06	Description / Metrics of Impact
ENTER Program	--	\$150,000	Funds for recruitment of Nursing Faculty, Associate Professor recruited

b. Other System contributions

The UT System should participate in allocating resources to System members that have a strategic plan in place to meet their institutional mission and goals. There also needs to be support from legislative bodies to fund increased higher education needs in order to close the gap. Tuition Revenue Bonds and Permanent University Funds are essential to address capital needs.

VI. New Faculty Positions Projected to 2010

Field	FY 06	FY 07	FY 08	FY 09	FY 10	Total FY 06 - FY 10
Medical/Health	48	75	75	46	36	280

Comments: Some positions 1) are contingent upon FY 07-08, FY 08-09, and FY 09-10 legislators. 2) may need to be reallocated from existing funding, and 3) are contingent upon increased enrollment

VII. Status of Campus Strategic/Long-Range Plan: The UTHSCSA Strategic Plan was finalized and approved by the Executive Committee in February 2007. The website link to the plan is <http://sacs.uthscsa.edu/docs-univ/STRATEGICPLANFY2006-2011DRA.pdf>

VIII. Campus Consultation to Develop Compact: The Compact was developed with input from all Executive Committee members, their constituents, the Faculty Assemblies of each school, the Student Government Association, and the Faculty Senate at UTHSCSA through the Strategic Plan process. The Compact follows the Strategic Plan developed for UTHSCSA.

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IX. Budget

**The University of Texas Health Science Center at San Antonio
Operating Budget
Fiscal Year Ending August 31, 2007**

	FY 2005 Actual	FY 2006 Adjusted Budget	FY 2007 Operating Budget	Budget Increases (Decreases) From 2006 to 2007	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 21,512,050	18,756,674	20,053,875	1,297,201	6.9%
Federal Sponsored Programs	112,500,479	111,021,882	118,004,856	6,982,974	6.3%
State Sponsored Programs	2,465,889	3,526,190	3,575,199	49,009	1.4%
Local and Private Sponsored Programs	55,102,436	62,773,297	68,074,118	5,300,821	8.4%
Net Sales and Services of Educational Activities	22,184,250	18,500,000	20,000,000	1,500,000	8.1%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	74,175,840	79,095,315	86,140,620	7,045,305	8.9%
Net Auxiliary Enterprises	3,227,241	2,720,620	3,252,500	531,880	19.5%
Other Operating Revenues	23,421,521	17,601,357	20,408,415	2,807,058	15.9%
Total Operating Revenues	314,589,706	313,995,335	339,509,583	25,514,248	8.1%
Operating Expenses:					
Instruction	218,356,895	223,155,923	236,094,865	12,938,942	5.8%
Academic Support	23,830,647	23,929,073	26,043,234	2,114,161	8.8%
Research	106,219,725	102,870,098	109,136,293	6,266,195	6.1%
Public Service	20,256,093	21,234,129	20,403,923	(830,206)	-3.9%
Hospitals and Clinics	39,463,034	40,549,219	49,030,467	8,481,248	20.9%
Institutional Support	34,058,526	35,648,036	39,081,895	3,433,859	9.6%
Student Services	2,388,609	2,989,964	3,047,174	57,210	1.9%
Operations and Maintenance of Plant	23,239,498	21,362,147	20,709,433	(652,714)	-3.1%
Scholarships and Fellowships	1,627,428	1,763,645	1,775,679	12,034	0.7%
Auxiliary Enterprises	3,777,404	2,968,801	3,654,756	685,955	23.1%
Depreciation and Amortization	21,065,854	18,500,000	21,500,000	3,000,000	16.2%
Total Operating Expenses	494,283,713	494,971,035	530,477,719	35,506,684	7.2%
Operating Surplus/Deficit	(179,694,007)	(180,975,700)	(190,968,136)	(9,992,436)	5.5%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	131,566,244	152,095,031	151,982,990	(112,041)	-0.1%
Gifts in Support of Operations	17,922,203	16,445,292	17,398,286	952,994	5.8%
Net Investment Income	20,306,304	20,447,352	20,176,267	(271,085)	-1.3%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	169,794,751	188,987,675	189,557,543	569,868	0.3%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(5,046,058)	(7,037,928)	(5,522,510)	1,515,418	-21.5%
Total Transfers and Other	(5,046,058)	(7,037,928)	(5,522,510)	1,515,418	-21.5%
Budget Margin (Deficit)	(14,945,314)	974,047	(6,933,103)	(7,907,150)	-811.8%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	36,697,957	-	-	-	-
Interest Expense on Capital Asset Financings	(5,046,058)	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	3,991,343	3,000,000	4,000,000	1,000,000	33.3%
Additions to Permanent Endowments	5,973,004	6,000,000	7,000,000	1,000,000	16.7%
Transfers for Debt Service - Principal	(5,963,203)	(3,931,000)	(5,258,306)	(1,327,306)	33.8%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	46,722,979	93,600,000	69,500,000	(24,100,000)	-25.7%
SRECNA Change in Net Assets	\$ 67,430,708	99,643,047	68,308,591	(31,334,456)	-31.4%
Total Revenues and AUF Transfers	\$ 484,384,457	502,983,010	529,067,126	26,084,116	5.2%
Total Expenses (Including Transfers for Interest)	(499,329,771)	(502,008,963)	(536,000,229)	(33,991,266)	6.8%
Budget Margin (Deficit)	\$ (14,945,314)	974,047	(6,933,103)	(7,907,150)	
Reconciliation to Use of Prior Year Balances					
Depreciation		18,500,000	21,500,000		
Capital Outlay		(9,500,000)	(10,000,000)		
Transfers for Debt Service - Principal		(3,931,000)	(5,258,306)		
Budgeted Transfers		1,045,000	1,080,000		
Use of Prior Year Balances		7,088,047	388,591		

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X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006
Undergraduate enrollment							
Allied Health	341	418	379	347	328	285	266
Nursing	421	485	528	547	471	392	418
Graduate/professional enrollment							
Allied Health	134	109	146	205	241	278	273
Biomedical Sciences	272	277	320	314	318	371	375
Dental	402	396	404	397	395	402	407
Medical	824	829	822	816	816	827	849
Nursing	149	151	129	128	268	220	237
Total enrollment	2,543	2,665	2,728	2,754	2,837	2,775	2,825
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06
Undergraduate degrees							
Certificates: Allied Health	55	157	213	212	155	165	146
Bacc-level Certs: Allied Health	0	0	0	0	0	5	7
Baccalaureate: Allied Health	143	131	42	64	70	92	102
Baccalaureate: Nursing	236	168	220	238	253	265	168
Graduate/professional degrees							
Allied Health	37	33	48	50	51	59	91
Biomedical Sciences	52	55	46	60	61	49	63
Dental	107	104	103	112	97	102	94
Medical	196	195	193	194	199	194	191
Nursing	46	56	46	31	28	43	49
Total grad/prof degrees	438	443	436	447	436	447	488
<i>academic year</i>				02-03	03-04	04-05	05-06
Accredited resident programs				53	54	53	51
Residents in accredited programs				700	648	637	701
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Federal research expenditures	\$58,600,224	\$66,852,477	\$83,760,708	\$86,854,337	\$89,661,741	\$95,125,850	\$95,110,395
<i>academic year</i>	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Faculty	not counted	1,393	1,404	1,405	1,494	1,528	1,562
Administrative		126	126	125	133	140	145
Other, Non-Faculty		2,995	3,090	3,009	3,053	3,037	3,088
Student employees		607	551	440	480	512	561
<i>fiscal year</i>	1999	2000	2001	2002	2003	2004	2005
Hospital days	201,745	123,266	224,311	202,000	224,366	228,213	259,763
Outpatient visits	832,255	915,725	854,046	834,000	1,110,429	676,004	704,164
Unsponsored charity care	\$94,385,418	\$60,729,594	\$60,602,900	\$70,149,189	\$77,586,366	\$85,647,220	\$98,545,392
<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	\$293,090,000	\$252,520,000	\$226,799,000	\$246,573,000	\$278,385,000	\$319,886,000	\$346,235,000