

UT San Antonio Compact for FY 08 – FY 09

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. (Pending Board of Regents approval July, 2007)

Top 5 Priorities for FY 08 – FY 09:

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)	62.8% (2000) 51.9% (2003)	57.5% (2004)	73% (2007) 75% (2008) 78% (2009)	Without UT CAP students: 61.9%, 2003; 64.7%, 2004. Modified provisional student program and orientation. Increased supplemental instruction. Goals present a significant challenge as Enrollment Management Plan is in initial stages.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	6.3% (1997) 6.8% (2000)	6.8% (2001)	11% (2003) 13% (2004) 26% (2009)	Don't anticipate significant increase in the 4-year rate because economic situation of our student population often increases time to degree. Expect our efforts will primarily affect 5- and 6-year rates.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	26.6% (1995) 26.9% (1998)	29.7% (1999)	34% (2001) 36% (2002) 53% (2009)	Attribute increase to enhanced advising, student success programs, and increased financial aid. Anticipate Enrollment Management Plan implementation and other efforts to have a significant effect on the 6-year rate.
Total Enrollment	26,175 (2004) 27,291 (2005)	28,379 (2006)	28,980 (2007) 29,560 (2008)	Since 2002, enrollment has increased 4-12% per year, and has grown a total of 29% during the 4-year period. The goals reflect a 2% growth rate per year.
Net Assignable Square Footage Deficit	-577,324 (2005)	-811,809 (2006)	State average by 2016	Based on THECB 2006 Space Model, UTSA has the largest space deficit in the state (811,809 NASF). UTSA leads the state in classroom utilization and has the least classroom space per FTE student in the System.
Number of New Tenure/Tenure Track Faculty (Positions)	50 (2006)	28 (2007)	64 (2008) 64 (2009) 69 (2010)	A significant increase in total tenured and tenure-track faculty positions is critical to becoming a premier research university and providing an excellent education for our students at every level.
Total Annual Research Expenditures (Millions)	\$23.6 (FY 2005)	\$32.3 (FY 2006)	\$35.5 (FY 2008) \$39.1 (FY 2009)	The goals reflect a 10% annual increase in research expenditures. The rate of growth will increase as additional research capacity is developed to reach the goal of \$100MM by 2016.
Number of Doctoral degrees awarded	5 (AY 2004) 13 (AY 2005)	29 (AY 2006)	38 (2009) 47 (2010)	The number of doctoral degrees awarded per year has significantly increased since 2004. With addition of new doctoral programs and success of current students, we anticipate this trend to continue.

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II. Update Strategic Initiatives from 2006 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Establish intellectual excellence in graduate studies - identify areas of excellence	Identify areas of academic excellence	All included in UTSA 2016 Strategic Plan: 3 Foundational Themes - Diversity, Globalization, Transformative Leadership; 5 Areas of Collaborative Excellence - Health, Security, Energy and the Environment, Human and Social Development; Sustainability	Become a premier research university	Provost and deans developed foundational themes and areas of cross-disciplinary collaborative excellence in which every college has or is building expertise; will use areas of excellence in hiring and funding decisions and in evaluation of success.
2. Modified undergraduate admission standards	Increased admissions standards	Analyzed previous UTSA cohorts to determine the impact that higher admission standards would have on access and success goals. The criteria developed will meet both of these goals.	Promote access and affordability	Admissions standards have been reviewed, modified, and approved locally and were approved by the UT System Board of Regents at the August 2007 meeting.
3. Expand collaborations with community colleges, including a Pilot Program with Northwest Vista Community College	# students participating; # community college participants	50 joint admission students enrolled in pilot program with Northwest Vista Community College in fall 2006. Enrollment analysis completed.	Promote access and affordability	Pilot study analysis resulted in modification of enrollment standards and processes. Added monetary incentive upon completion and transfer to UTSA. Signed agreements with all other Alamo Community College District schools for fall 2007. For fall 2007, 794 UTSA students will have joint admission with ACCD community colleges (as of 6/07).
4. Strengthen opportunities for student involvement in campus life	# dorm beds; Health services use; Parking and shuttle use	Increased housing with a 200-bed residence facility Health services: 16,127 appointments in 2007 Transportation improvements: # of riders up 38%; built connector road from remote lot; replaced meters with pay machines; friendly web page for all parking transactions	Enrich educational experience to enable student success	Three building blocks for enhancing student life experiences on campus were completed during year. Improved quality of life increases likelihood of students spending more time on campus, identifying with college cultural goals.
5. Strengthen opportunities for student involvement in campus life	Number of students participating in sports	Two new women's sports programs were launched during the 2006-07 academic year. As a result, 28 women participated on soccer team and 7 women participated on the golf team.	Enrich educational experience to enable student success	Athletic programs build a sense of belonging that attracts and unites the internal and external community of the University.

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b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Establish intellectual excellence in graduate studies	<p># of PhD programs</p> <p>Enrollment</p> <p>Degree completion</p>	<p>New Ph.D. programs in business administration-marketing and anthropology. Planning authority for Ph.D.s in child development, public administration, and social science.</p> <p>Doctoral enrollment: 366, fall 2005 424, fall 2006 (16% increase).</p> <p>Doctoral degrees awarded: 13, AY 2005 29, AY 2006 (123% increase)</p>	Become a premier research university	<p>Continue to develop proposals in key areas.</p> <p>Submit proposals to UT System and THECB for approval to implement.</p> <p>UTSA now has 20 Ph.D. programs with key senior faculty to provide leadership for junior faculty and graduate students. We expect new programs to repeat success of UTSA's other Ph.D. programs as reflected in # of new applicants and graduates.</p>
2. Improve retention and graduation rates	Increased retention and graduation rates	<p>Increased financial aid: \$145M, FY 2006.</p> <p>Enhanced advising capability.</p> <p>Spring 2007 pilot program was developed to contact seniors "within striking distance" of graduation and assist their progress toward completion.</p>	Enrich educational experience to enable student success	<p>Goal is to increase total financial aid awards: \$160M, FY 2008 \$170M, FY 2009 Increase scholarship awards by \$1M each fiscal year.</p> <p>Currently expanding staff by hiring 16 new advisor positions and 5 other professionals to work with colleges, faculty, and students in addressing barriers to timely graduation.</p> <p>\$500K for graduation incentives in FY 2008 and FY 2009 to support degree completion.</p>
3. Strengthen opportunities for student involvement	Student participation in new facilities & programs	Phase III expansion of University Center has begun; it will provide space for student leadership and cultural programs, a 600-seat ballroom, shared conference and meeting rooms, study areas, and student lounge space.	Enrich educational experience to enable student success	Housing will add 476 spaces by Fall 2008. Construction has begun with a planned completion date for summer 2008. Additions and modifications of programs based on outcomes.
4. Increase research faculty and research productivity	<p>Faculty hires</p> <p>Research expenditures</p>	<p>Over the past two fiscal years, UTSA has hired 21 tenured faculty who brought funded research projects.</p> <p>Increased research expenditures 37% from FY 2005 to FY 2006.</p>	Become a premier research university	<p>Continue recruitment of faculty with funded projects to build research capacity in key areas. Increase current faculty with funded projects.</p> <p>Build research capacity in key collaborative areas of excellence identified in strategic plan.</p>
5. Increase investment in our service area to strengthen the communities we serve	Economic impact of UTSA	Benefit over 200,000 South Texans per year to improve quality of life generally and stimulate economic growth through innovation and competitiveness extension services	Serving the public through community engagement	<p>Improve the documentation of all UTSA community services activities.</p> <p>Assess community services alignment with UTSA 2016 strategic plan priorities.</p>

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III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 07-08, 08-09
1. Implementation of new admissions criteria and revision of core curriculum to promote student success.	1. Numbers/percents in top 25% of high school class of new freshmen SAT/ACT scores of new freshmen Retention, persistence, and graduation rates Revised core curriculum that provides a basis for graduates to compete in a global environment	Improve student success, retention and graduation	Obtain approval of new admissions criteria from Board of Regents. Communicate new criteria in appropriate venues, catalogs Implement new criteria for beginning of fall 2008. Appoint team for revision of the core curriculum in fall 2007. Engage community to identify key outcomes for the revised core.
2. Develop and implement faculty and staff hiring plan to support areas of collaborative excellence.	Number of faculty positions filled Number of staff positions filled	Enhance areas of excellence; expand research capacity	Develop college faculty consistent with five key areas of collaborative excellence and Ph.D. program support. Develop strategies for increased funding of new positions.
3. Develop transparent, collaborative system to maximize utilization of funds in alignment with strategic plan.	Funds (amount and percent of total) devoted to strategic initiatives and goals	Funding and budgeting process aligned with plan	Develop new transparent, collaborative budgeting processes to optimize funding allocation in alignment with strategic plan. Develop new sources of funding and reallocate as appropriate to meet strategic needs. Monitor allocations and report on results to university community.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The University of Texas at San Antonio, as part of its Strategic Plan, UTSA 2016, has established Promoting Access and Affordability as one of its five strategic initiatives. Overall enrollment is targeted to be 35,000 by the year 2016. To promote access and affordability while reaching this enrollment goal, UTSA is implementing a comprehensive enrollment management plan, including a decision matrix for determining admission as well as partnership agreements with community colleges. An initial partnership agreement was successfully piloted and is being expanded to other colleges. The overall plan is being revised by the Enrollment Management Team, which includes representatives from Academic Affairs, Student Affairs, and Business Affairs to ensure thoroughness and alignment.

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 will formalize a shared-governance resource planning process 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.

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c. Information Security Plan

The Information Security Program at UTSA is built on initiatives in several areas: training and awareness, policy and practice, compliance with regulatory controls and objectives, technical advancement, and overall risk management. The program will grow in the same directions as those of the UT System Information Security Roadmap and will emphasize metrics, change management, enhanced disaster recovery, cooperative agreements for services, 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. The Information Security program is supported by advisory teams and committees, including three groups that provide input and feedback from the user community, a security management and audit team, a security testing team, a security monitoring team, and enterprise systems team, including network staff with the information security representatives, and policy board.

V. System Contributions and Investments

	\$ Amount, FY 05	\$ Amount, FY 06	Description / Metrics of Impact (FY 05)
STARs Program – noncompetitive (13 combined awards)	\$2,717,388	NA	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.
STARs Program	(1 retention and 7 recruitment awards) \$500,000 \$350,000 3 @ \$300,000 3 @ \$250,000	--	Sponsored External Funding: \$14,274,044 Patents Issued: 3 Patents Pending: 9 Scientific Publications: 37 Collaborations: 36 Appointments to National Scholarly Boards: ...2 Sponsored Graduate Students: 22 Sponsored Post-Docs: 12
Institutional match:	\$930,850		

VI. Number of New Faculty Positions Projected to 2009

FIELD	FY 06	FY 07	FY 08	FY 09	Total FY 06 – FY 09
STEM	24	8	20	18	70
Architecture	0	3	3	5	11
Business	4	8	5	9	26
Education/Human Development	12	2	14	10	38
Honors	0	0	0	3	3
Liberal/Fine Arts	8	4	17	17	46
Public Policy	2	3	5	2	12
Total	50	28	64	64	206

Comments: While not included in projected STEM totals, Architecture and Liberal and Fine Arts will each recruit 3 faculty associated with STEM specializations (these faculty have been reflected in non-STEM totals). In addition, Liberal and Fine Arts projections include 9 with Medical/Health specializations.

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VII. Status of Campus Strategic/Long-Range Plan: The Strategic Plan, UTSA 2016, was completed (May 2007) and sent to UT System. The primary goal of the University's strategic planning process was to create a shared vision by involving as many stakeholders as possible in the development of the plan. Through this collaborative effort, the Strategic Plan, UTSA 2016, will serve as a foundation that is integrated into management, operations, and decision making that guides the future progress of the University.

<http://www.utsa.edu/ir/StrategicPlanning/UTSA%20Strategic%20Plan%202007%20-%202016%20FINAL.pdf>

VIII. Campus Consultation to Develop Compact: The Central Planning Committee, consisting of administrators, faculty, staff and students, was consulted as we prepared development of the plan. They were instrumental in ensuring that the priorities identified in Section I were in alignment with the Strategic Plan and that they represented the most important initiatives we need to accomplish. The Compact was given final approval by the President and Vice Presidents to ensure that it represented the commitment of the university for action.

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IX. 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	\$ 110,952,089	115,609,168	133,506,715	17,897,547	15.5%
Federal Sponsored Programs	54,099,960	49,297,581	59,429,095	10,131,514	20.6%
State Sponsored Programs	8,330,620	8,027,112	9,037,494	1,010,382	12.6%
Local and Private Sponsored Programs	2,045,483	2,064,507	2,240,283	175,776	8.5%
Net Sales and Services of Educational Activities	6,004,374	6,158,317	5,567,269	(591,048)	-9.6%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	13,598,361	11,450,499	13,763,890	2,313,391	20.2%
Other Operating Revenues	1,909,572	399,553	2,226,846	1,827,293	457.3%
Total Operating Revenues	196,940,459	193,006,737	225,771,592	32,764,855	17.0%
Operating Expenses:					
Instruction	87,547,509	92,637,869	104,936,324	12,298,455	13.3%
Academic Support	18,567,959	25,187,261	20,501,863	(4,685,398)	-18.6%
Research	18,322,683	15,780,562	23,491,587	7,711,025	48.9%
Public Service	15,202,765	14,210,255	15,124,987	914,732	6.4%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	29,081,280	33,572,637	35,057,811	1,485,174	4.4%
Student Services	19,251,482	23,196,624	24,870,274	1,673,650	7.2%
Operations and Maintenance of Plant	24,061,982	30,338,706	33,179,746	2,841,040	9.4%
Scholarships and Fellowships	22,932,211	15,313,977	21,725,196	6,411,219	41.9%
Auxiliary Enterprises	13,450,864	15,825,367	18,605,342	2,779,975	17.6%
Depreciation and Amortization	2,157,345	23,080,919	24,283,933	1,203,014	5.2%
Total Operating Expenses	269,992,190	289,144,177	321,777,063	32,632,886	11.3%
Operating Surplus/Deficit	(73,051,731)	(96,137,440)	(96,005,471)	13,169	-0.1%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	81,485,519	96,862,229	97,881,313	1,019,084	1.1%
Gifts in Support of Operations	3,716,024	2,141,687	3,425,804	1,284,117	60.0%
Net Investment Income	4,576,934	3,406,760	3,481,760	75,000	2.2%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	89,778,477	102,410,676	104,788,877	2,378,201	2.3%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(7,779,270)	(10,480,894)	(12,695,391)	(2,214,497)	21.1%
Total Transfers and Other	(7,779,270)	(10,480,894)	(12,695,391)	(2,214,497)	21.1%
Budget Margin (Deficit)	8,947,476	(4,207,658)	(3,911,985)	295,673	-7.0%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	4,053,402	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	52,247	-	-	-	-
Additions to Permanent Endowments	1,938,474	3,229,939	3,391,436	161,497	5.0%
Transfers for Debt Service - Principal	(6,643,958)	(8,864,714)	(9,362,910)	(498,196)	5.6%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	78,838,775	44,256,422	14,015,099	(30,241,323)	-68.3%
SRECNA Change in Net Assets	\$ 87,186,416	34,413,989	4,131,640	(30,282,349)	-88.0%
Total Revenues and AUF Transfers	\$ 286,718,936	295,417,413	330,560,469	35,143,056	11.9%
Total Expenses (Including Transfers for Interest)	(277,771,460)	(299,625,071)	(334,472,454)	(34,847,383)	11.6%
Budget Margin (Deficit)	\$ 8,947,476	(4,207,658)	(3,911,985)	295,673	
Reconciliation to Use of P rior Year Balances					
Depreciation		23,080,919	24,283,933		
Capital Outlay		(7,783,780)	(9,390,735)		
Transfers for Debt Service - P rincipal		(8,864,714)	(9,362,910)		
Budgeted Transfers		(763,100)	(499,600)		
Use of P rior Year Balances		1,461,667	1,118,703		

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X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006
Undergraduate headcount	16,707	17,599	19,244	21,242	22,537	23,863	24,738
Graduate/professional headcount	2,123	2,284	2,772	3,423	3,638	3,428	3,641
Total enrollment	18,830	19,883	22,016	24,665	26,175	27,291	28,379
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005
1st year persistence	57.8%	62.8%	60.0%	58.6%	51.9%	58.0%	64.5%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001
4-year graduation rate	5.2%	5.5%	6.3%	6.3%	6.1%	6.8%	6.8%
5-year graduation rate	18.7%	17.8%	18.7%	19.6%	21.8%	20.8%	
6-year graduation rate	26.6%	25.5%	27.6%	26.9%	29.7%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06
Baccalaureate degrees granted	2,487	2,590	2,637	2,873	2,912	3,272	3,492
Master's degrees	616	570	683	641	769	895	867
Doctorate degrees	4	4	5	6	5	13	29
<i>academic year</i>	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Faculty	879	913	942	969	1,099	1,144	1,197
Administrative		189	213	224	243	266	283
Other, Non-Faculty		1,562	1,630	1,828	1,984	2,145	2,285
Student employees		616	648	731	894	993	1,030
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Federal research expenditures	\$7,421,650	\$8,032,790	\$7,641,990	\$10,049,314	\$11,705,185	\$16,174,944	\$21,463,037
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Revenue / FTE student	\$10,000	\$10,000	\$9,000	\$9,000	\$9,000	\$10,000	\$11,000
(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	\$24,379,000	\$23,071,000	\$21,800,000	\$25,148,000	\$30,218,000	\$36,386,000	\$44,430,000