

**UT Arlington
Compact for FY 09 – FY 10**

Mission: The University of Texas at Arlington is a comprehensive research, teaching, and public service institution whose mission is the advancement of knowledge and the pursuit of excellence. The University is committed to the promotion of lifelong learning through its academic and continuing education programs and to the formation of good citizenship through its community service learning programs. The diverse student body shares a wide range of cultural values and the University community fosters unity of purpose and cultivates mutual respect.

Top 5 Priorities for FY 09 – FY 10:

1. Enhance instruction and the learning environment.
2. Enhance research activity and the reputation of the university.
3. Enhance student life programming and student engagement.
4. Improve student readiness, retention and graduation rates.
5. Achieve increased diversity among faculty and staff.

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)	68.0% (2000) 64.1% (2005)	61.4% (2006 cohort)	65.0% (2007 cohort)	One-year persistence rates have been adversely impacted by the inclusion of CAP students in the cohort.
4-Year Graduation Rates – Undergraduates graduating in four years or less from same institution (cohort)	12.7% (1997) 13.4% (2002)	14.2% (2003 cohort)	26.0% (2006 cohort)	Improving advising and student support services such as supplemental instruction, at-risk student interventions, and the like are having a positive outcome.
6-Year Graduation Rates – Undergraduates graduating in six years or less from same institution (cohort)	30.6% (1995) 41.6% (2000)	36.9% (2001 cohort)	46.0% (2004 cohort)	Increased admissions standards in 2003, along with improved advising and student support services should have a positive impact on graduation rates.
6-Yr Composite Graduation/Persistence Rates - % graduating or still enrolled in the same or other Texas institution	56.7% (1995) 64.0% (1999)	65.0% (2000 cohort)	71.0% (2004 cohort)	This measure shows that UT Arlington has a role in successfully preparing a significant number of students who transfer to and graduate from other Texas institutions.
# of Bachelor's degrees awarded (AY)	2,798 (00-01) 3,531 (05-06)	3,861 (06-07)	3,950 (08-09)	Improving retention for both freshman and transfer students will lead to a higher percentage of students receiving degrees.
# of Graduate degrees awarded (AY)	1,141 (00-01) 2,047 (05-06)	1,860 (06-07)	1,910 (09-10)	Increased numbers of foreign graduate students recruited in last few years will lead to continued increases in graduate degrees awarded. Emphasis is now shifting to Ph.D. degrees awarded.
Annual research expenditures	\$19.5 M (00-01) \$34.9 M (05-06)	\$39.6 M (06-07)	\$45 M (08-09)	Research expenditures track with awards, which have been steadily increasing over the last several years, and are expected to continue to steadily increase.

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II. Update Strategic Initiatives from 2008 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Faculty hiring	Increased research expenditures and scholarship; lower student/faculty ratios	Completed 99 hires with start dates in fall 2007; 13 new T/TT positions added and 31 replacement T/TT hired; others are instructors, clinical, and visiting faculty.	13 new T/TT positions added in FY08	Successful
2. Increase STEM PhD Graduate Assistant support	Increased student enrollment; improved student profile	Expanded STEM Tuition Fellowship program to include all STEM PhD Graduate Assistants, making financial support offers more competitive	Provide tuition discounts for all STEM Ph.D. students	Successful
3. Increase merit-based aid for undergraduates	improved student profile: average high school rank, SAT/ACT scores	57% of FTFT entering freshman in Fall 2007 were in the top 25% of their graduating high school class.	Comparable to peer institutions	Continue to see steady improvements in student quality.
4. Nanoelectronics Initiative – Participation in State Lab in Nanoelectronics for development of the next generation of computer chips and transistor technology	External funding generated to support nanoelectronics research, patents filed	07-08: Completed funding for endowing one chair position, secured support funds and successfully hired chair candidate.	Secure \$2 M for endowment and \$3.0 M in support funds (\$2.5 M ETF, and \$0.5 M STARS)	Successful in filling first nanoelectronics chair.
5. Fill Provost position	Enhanced Academic Initiatives across 11 colleges and schools	Initiated national search to replace Dana Dunn who stepped down in fall 2007.	Hire replacement in spring 2008	Successful. Hired Dr. Donald Bobbitt to start July 1, 2008.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Increase faculty diversity	Increased % of minority faculty	Faculty profile currently does not match student diversity profile; T/TT Faculty profile comprises 4% African Americans and 4% Hispanics.	12 new lines added over two years (07-08 and 08-09)	Complete hiring of 5 new lines in 08-09. Secure budget allocation for additional hires in future years.
2. Increase PhD and PhD-bound Graduate Assistant Support	Increased student enrollment; improved PhD student profile	Current levels of graduate support are not competitive with peer institutions	Tuition fellowship for all PhD-bound and PhD Grad Assistants	In 08-09, expand tuition discount to include all Ph.D. track students in STEM fields. Also increase graduate student stipends in non-stem fields to keep these programs competitive with peers.

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3. Improve faculty salaries	Improved faculty retention	Provide a 3% merit pool and a 1% equity pool for AY08-09	Salaries comparable to peer institutions	Continue to identify funds to support faculty merit and equity increases for several years.
4. Active Learning: Pathways to Higher Order Learning (Quality Enhancement Plan)	NSSE scores, increased scores on critical thinking test	07-08: 11 pilot projects implemented and being assessed	Improvement in higher order thinking skills.	In 08-09, data will be analyzed to determine most effective strategies and contexts. Additional pilot programs may be launched.
5. Increase average dollar value of external awards for tenured and tenure-track faculty	Average dollar value of awards for T/TT faculty	\$40,684 in FY04; \$65,279 in FY07	5% increase each year - \$68,543 in FY08	Continue hiring targeted research faculty in strategic areas.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09; 09-10
1. Enrollment management: Enhance student recruitment, readiness and retention	<p>a. Undergraduate: significantly improved retention and graduation rates.</p> <p>b. Graduate: Increased graduate student retention, especially in doctoral programs</p>	<p>a. Improvement in current rates</p> <p>b. Improvement in current rates</p>	<p>a. 08-09: Implement a First Year Experience program; improve advising, supplemental instruction, and other interventions for at-risk students. 09-10: Initially assess impact these programs are having.</p> <p>b. 08-09: Hire a graduate retention and completion coordinator in the Office of Graduate Studies to track and benchmark retention and graduation rates at the graduate level. 09-10: Formulate intervention strategies as appropriate for selected programs.</p>
2. Increase need-based aid for students	Increase access for under-represented groups; increase enrollments; improve retention by lowering number of hours students work.	Increase in enrollments by 1-2% per year	<p>08-09: Allocate an additional \$1 M in need-based aid.</p> <p>09-10: Assess next steps for additional aid.</p>
3. Excellence Initiative focused on raising funds to provide research support and additional salary increments for outstanding research faculty, as well as establishing endowed professorships in all academic units. Envisioned as a strategic element of an overall larger development Initiative.	Lower turnover among research faculty and improved recruiting; enhanced research and scholarly reputation of institution.	Being established	<p>08-09: Prepare case materials for academic units in preparation to launch initiative.</p> <p>09-10: Continue preliminary fundraising efforts with target prospects.</p>

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

In keeping with the enrollment management plan submitted in January 2008, our efforts for undergraduate and graduate enrollments will be focused around: 1) Recruitment and matriculation including, but not limited to, extending our brand recognition efforts; 2) Increasing internal fellowship programs; 3) Identifying resources to expand selected academic programs with growth potential; 4) Readiness and academic success including, but not limited to, expanding efforts in the first year experience program; 5) Retention and degree completion including, but not limited to, increasing funds for need based financial aid, increasing early warning and academic review efforts, ensuring that continuance and graduation GPA requirements in undergraduate programs do not inhibit degree progress, and creating graduate program retention and completion data to drive collaborative interventions.

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b. Financial Management Plan

The financial condition of the University is strong. We expect our debt ratios to dip slightly in the next year or two owing to the construction of the \$138 million Engineering Research Complex, funded in part with Tuition Revenue Bonds and Permanent University Funds, as well as several other highly leveraged projects. UT Arlington continues to spend less than it earns creating another positive annual operating margin in 2007, and we expect that ratio to remain somewhere between 3.5 and 5.5 in the near future. Our total fund balances have steadily increased as evidenced by the increase in our operating expense coverage ratio from 2.7 to 4.6 months over the past 5 years. Our composite index should remain mostly stable even with the addition of the numerous construction projects now under way on campus.

c. Information Security Plan

The Office of Information Technology, Information Security Office continues to develop, monitor and enforce practices to ensure that UT Arlington's administrative and academic information is secure from unauthorized access, protected from inappropriate alteration, physically secure, and available to users in a timely fashion. Security initiatives include VPN access, vulnerability scanning, implementation of firewalls, intrusion detection, intrusion prevention, incident monitoring, malware protection, spam filtering, and more. The Information Security Office identifies and addresses destructive exposures, disclosure, modification, or interruptions that may cause financial and/or information loss to UT Arlington and coordinates the handling of security incidents, recoveries, breaches, intrusions, and/or abuses with the appropriate department or external agency. Short term focus will address configuration management, protection of sensitive information and continued campus security awareness and training.

V. System Contributions and Investments

a. Summary of investments:

	FY 05 and FY 06 cumulative awards	Impact (FY 05 and FY 06 cumulative)	FY 07 awards
Noncompetitive STARS Awards:	\$2,613,560	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$1,804,656
Institutional Match:	\$2,005,844		\$2,078,016
Competitive STARS Awards:	\$3,859,762	Sponsored external funding:..... \$9,566,300	\$2,320,800
Institutional Match:	\$1,700,000	Net return on investment: \$4,006,538	
		Patents issued: 3	
		Patents pending: 4	
		Scientific publications:..... 149	
		National awards:..... 1	
		Collaborations: 66	
		Sponsored graduate students:..... 81	
		Sponsored post-docs: 23	

b. Other System contributions: PUF funds for Engineering/Science Research Building support (\$30 M provided for Science Component in Engineering Research Building; \$25 M provided for the Structural Engineering Building – Hanson collaborative project in Grand Prairie.)

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VI. Number of New Faculty Positions Projected to 2011

Field	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 07 – FY 11
STEM	11	9	2	8	10	40
Education	1	0	2	1	1	5
Nursing	1	1	0	2	1	5
Art	0	0	0	0	0	0
Liberal Arts	1	0	3	1	1	6
Business	2	3	0	1	1	7
Total	16	13	7	13	14	63

VII. Status of Campus Strategic/Long-Range Plan: Completed. <http://www.uta.edu/mavericksonthemove/index.html>

VIII. Campus Consultation to Develop Compact:

Input received from Faculty Senate, academic deans, vice presidents, and other key administrators. Draft to be shared with campus upon approval.

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IX. Budget

The University of Texas at Arlington
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 115,288,057	136,390,851	141,257,069	4,866,218	3.6%
Federal Sponsored Programs	41,889,465	36,299,683	45,598,014	9,298,331	25.6%
State Sponsored Programs	6,077,608	6,579,235	6,947,320	368,085	5.6%
Local and Private Sponsored Programs	2,147,500	9,633,486	13,997,806	4,364,320	45.3%
Net Sales and Services of Educational Activities	9,200,374	8,808,052	10,499,002	1,690,950	19.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	24,040,015	21,376,676	20,594,438	(782,238)	-3.7%
Other Operating Revenues	8,116,507	4,385,548	4,476,005	90,457	2.1%
Total Operating Revenues	206,759,526	223,473,531	243,369,654	19,896,123	8.9%
Operating Expenses:					
Instruction	99,587,093	116,901,621	121,220,518	4,318,897	3.7%
Academic Support	28,731,240	24,738,242	29,811,687	5,073,445	20.5%
Research	26,544,313	30,030,433	37,173,004	7,142,571	23.8%
Public Service	12,225,445	8,923,374	9,578,842	655,468	7.3%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	23,678,634	23,482,037	26,522,188	3,040,151	12.9%
Student Services	20,087,217	20,568,665	22,145,441	1,576,776	7.7%
Operations and Maintenance of Plant	25,306,298	33,400,279	35,483,162	2,082,883	6.2%
Scholarships and Fellowships	12,697,230	13,548,580	19,981,725	6,433,145	47.5%
Auxiliary Enterprises	33,195,548	31,919,630	33,671,343	1,751,713	5.5%
Depreciation and Amortization	20,088,625	17,957,919	21,500,000	3,542,081	19.7%
Total Operating Expenses	302,141,643	321,470,780	357,087,910	35,617,130	11.1%
Operating Surplus/Deficit	(95,382,117)	(97,997,249)	(113,718,256)	(15,721,007)	16.0%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	102,698,859	103,680,936	110,971,082	7,290,146	7.0%
Gifts in Support of Operations	2,278,181	2,402,532	2,401,449	(1,083)	0.0%
Net Investment Income	7,184,370	3,563,166	4,794,145	1,230,979	34.5%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	112,161,410	109,646,634	118,166,676	8,520,042	7.8%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(8,087,677)	(8,562,619)	(8,944,363)	(381,744)	4.5%
Total Transfers and Other	(8,087,677)	(8,562,619)	(8,944,363)	(381,744)	4.5%
Budget Margin	8,691,616	3,086,766	(4,495,943)	(7,582,709)	-245.7%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	4,653,899	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	99,253	103,000	103,000	-	0.0%
Additions to Permanent Endowments	1,265,737	615,872	1,465,800	849,928	138.0%
Transfers for Debt Service - Principal	(7,038,649)	(7,896,462)	(14,398,808)	(6,502,346)	82.3%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	18,619,844	40,600,000	35,512,800	(5,087,200)	-12.5%
SRECNA Change in Net Assets	\$ 26,291,700	36,509,176	18,186,849	(18,322,327)	-50.2%
Total Revenues and AUF Transfers	\$ 318,920,936	333,120,165	361,536,330	28,416,165	8.5%
Total Expenses (Including Transfers for Interest)	(310,229,320)	(330,033,399)	(366,032,273)	(35,998,874)	10.9%
Budget Margin	\$ 8,691,616	3,086,766	(4,495,943)	(7,582,709)	
Reconciliation to Use of Prior Year Balances					
Depreciation		17,957,919	21,500,000		
Capital Outlay		(15,628,801)	(16,195,776)		
Transfers for Debt Service - Principal		(7,896,462)	(14,398,808)		
Budgeted Transfers		(79,241)	(270,008)		
Use of Prior Year Balances		(2,559,819)	(13,860,535)		

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X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate	15,449	16,330	17,649	18,867	19,114	19,448	19,205	18,810
Graduate	4,975	4,850	6,172	6,112	6,183	5,768	5,620	6,078
Total enrollment	20,424	21,180	23,821	24,979	25,297	25,216	24,825	24,888
<i>yr of matriculation</i>		1999	2000	2001	2002	2003	2004	2005
1st year persistence		65.9%	68.0%	65.6%	66.4%	60.4%	68.9%	64.1%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate	9.6%	13.2%	12.7%	12.3%	14.5%	15.1%	14.5%	13.4%
5-year graduation rate	22.4%	29.3%	30.6%	29.5%	31.8%	32.8%	30.4%	
6-year graduation rate	30.6%	36.4%	36.7%	37.6%	39.5%	41.6%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	2,813	2,798	2,892	3,150	3,280	3,316	3,531	3,861
Master's degrees	975	1,087	1,069	1,366	1,796	1,883	1,943	1,737
Graduate level certificates	--	--	--	--	--	55	47	49
Doctorate degrees	78	87	72	62	75	83	104	123
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	1,034	1,055	1,089	1,135	1,188	1,224	1,240	1,320
Administrative		206	346	302	307	327	356	383
Other, Non-Faculty		2,014	1,373	1,376	1,440	1,513	1,563	1,609
Student employees		1,026	1,737	1,724	2,145	2,112	2,139	2,116
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty	20 to 1	20 to 1	22 to 1	22 to 1	21 to 1	21 to 1	20 to 1	20 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research exp	\$5,242,897	\$9,224,210	\$7,923,657	\$7,993,576	\$11,093,256	\$17,833,042	\$19,095,309	\$20,259,415
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$11,000	\$12,000	\$12,000	\$10,000	\$11,000	\$11,000	\$12,000	\$10,000
(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	8/31/2007
Endowment total value	\$35,214,000	\$31,366,000	\$28,859,000	\$34,735,000	\$38,512,000	\$45,635,000	\$50,750,000	\$57,646,000

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Mission: The university is to achieve national and international leadership and renown in the interrelated areas of undergraduate education, graduate education, research, and public service, providing superior and comprehensive educational opportunities at the baccalaureate through doctoral and special professional educational levels.

Top 5 Priorities for FY 09 – FY 10:

1. Faculty compensation and support. If the university is to achieve and maintain national preeminence among institutions of higher education, it must be able to recruit and retain the best faculty. To accomplish this, the university must have a faculty compensation program that is fully competitive with the national leaders in higher education and it must have an equally competitive program of faculty support (research, travel, leave programs, etc.).
2. Graduate student support. A preeminent research university must have a preeminent graduate program able to attract and retain the best graduate students. To achieve this, the university must develop and maintain graduate student support (fellowships, scholarships, assistantships) that is fully competitive with the national leaders in higher education.
3. Faculty expansion. To improve the quality of undergraduate education and rise in national stature, the university must reduce the student-to-faculty ratio by increasing the number of tenured and tenure-track faculty while stabilizing or eventually lowering the overall enrollment.
4. Diversity. To serve an increasingly diverse population, the university must educate a diverse group of leaders to guide Texas and the nation into the future. This can be accomplished effectively only by attracting and retaining an increasingly diverse community of students, faculty, and staff.
5. Fiscal discipline. In order for the university to achieve and maintain national preeminence in higher education, it must identify and manage with greatest effectiveness the necessary financial resources. An essential component of successful fiscal management is disciplined decision making at all levels to use existing resources in the most effective ways to reach institutional strategic goals. This follows the mandate of the Commission of 125 that the university create a “disciplined culture of excellence” (see below).

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)	2001: 91.5% 2004: 92.7%	2005: 92.1%	94%	Persistence rates remain extremely high.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	1998: 38.9% 2001: 46.4%	2002: 47.7%	2010: 55%	Four year graduation rates continue to improve.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	1996: 71.9% 1999: 74.8%	2000: 76.4%	2010: 80%	Six year graduate rates continue to improve.
1. Competitiveness				
If the university is to rise to the highest levels of recognition, it must be aggressively competitive in the amount spent to educate students, for faculty salaries, and for graduate student support.				
a. Comparative per student funding among national comparison group of twelve universities	FY2004: 10 th (\$27,961)	FY2006: 10 th (\$33,462)	Median of the national comparison group	Data from the NCES/IPEDS Peer Analysis System (2005-06 data are most recent available) New data not available until later in the year.

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Indicator	Past	Current	Goal	Explanation
b. Comparative faculty salaries ranking among national comparison group of twelve universities	2003: Professors: 5 th Assoc. Profs: 11 th Asst. Profs: 6 th	2008: Professors: 5 th Assoc. Profs: 9 th Asst. Profs: 3 rd	Salaries for all three ranks competitive with the best public and private universities in the country	AAU Data Exchange – AAUP Salary Survey. Between 2003 and 2008 we have maintained our position with regard to compensation of Professors and experienced some relative improvement for Associate and Assistant Professors.
c. Comparative teaching assistant support among national comparison group	2002-2003 Residents: 5 th Nonresidents: 3 rd of 11 participating*	2007-2008 Residents: 6 th Nonresidents: 6 rd of 9 participating	Graduate student support competitive with the best universities in the country	AAU Data Exchange – Graduate Student Stipends Survey. (* not all comparison group schools provide these data every year.) Between 2002 and 2007 UT has lost ground in TA support relative to our national comparison group. From 05-06 to 07-08 UT dropped from 3 rd to 6 th for residents and from 3 rd to 6 th for nonresidents. However, this ranking does not take into consideration TA health benefits, which are generally superior to our peer institutions and help offset lower compensation.
d. Comparative research assistant support among national comparison group	2002-2003: Residents: 11 th Nonresidents: 11 th	2007-2008: Residents, 9 th Nonresidents, 9 th	Graduate student support competitive with the best universities in the country	AAU Data Exchange – Graduate Student Stipends Survey. (* not all comparison group schools provide these data every year.) UT has made some progress in graduate research assistant support during the past 5 years, but it is not reflected in higher relative ranking among peers. However, the majority of GRAs receive a tuition benefit, which is not included in reported compensation and which distorts UT's ranking. Most other schools include tuition in their reported compensation. UT also has more generous health benefits than most peer institutions. UT is working to develop a more accurate comparison.
e. Annual total of gifts	FY1998 \$138 million	FY2007 \$258 million	To be determined	All gifts including pledges and testamentary gifts. Year to date FY2008: \$217 million with three months remaining in the fiscal year.

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2. National stature

Rankings totals are comprehensive of all rankings programs identified by the Office of Information Management and Analysis. *U.S. News & World Report* does not rank every program every year. It is selective in ranking graduate and undergraduate programs. The number of programs eligible for ranking in 2001 may not equal those eligible in 2008. Total for 2008 includes some programs ranked in previous years that have not been updated and thus remain current.

Indicator	Past	Current	Goal	Explanation
a. Number of programs in top 20	2002: 48 2007: 93	2008:91	More programs in the top 20, especially in core academic disciplines	US News and World Report
b. Number of National Academy of Sciences (NAS) and National Academy of Engineering (NAE) members. (Includes <i>U.S. News & World Report</i> rankings and other recognized rankings of academic programs.)	2002: 52	2008: 61 18 th among all national, 8 th among publics	Increase the number of University of Texas at Austin faculty in these and comparably prestigious organizations	The Center for Measuring University Performance (2006 data most recent available)

3. Research expenditures

The University of Texas at Austin enjoys a mature and stable research environment with research and development (R&D) expenditures growing at a pace comparable to the growth of federal research investment in the physical/biological sciences, mathematics, computer sciences, and engineering. Over the last few years, the growth in federal R&D expenditures has been in the range of 6% to 8%. While other funding sources are less predictable, the overall annual growth has been in the range of 5%. This 5% growth figure has been used to set goals for Fiscal Year 2008-09 and Fiscal Year 2009-10 assuming that current faculty hiring practices and recent investments in research facilities will allow the university to remain competitive with the leading research universities in the country.

	FY2006	FY2007		
a. Federal	\$294,832,000	\$314,000,000		
b. Non-Federal	\$151,854,000	\$162,000,000		
c. Total research dollars	\$446,686,000	\$476,000,000	At an anticipated 5% growth rate, FY08-09 projected total is: \$499,000,000	At an anticipated 5% growth rate FY09-10 projected total: \$524,000,000

4. Diversity of student body and faculty

To prepare students adequately for leadership in a changing society, to reflect the changing demographics of Texas and the nation, and to create a climate of cultural understanding and respect, the university must attain greater diversity among its students and faculty.

a. Student ethnicity	2002: White: 60.2% Amer In: 0.4% Afr Am: 3.2% Asian Am: 13.9% Hisp: 12.3% Foreign: 9.1%	2007: White: 55.1% Amer In: 0.4% Afr Am: 4.2% Asian Am: 15.0% Hisp: 15.6% Foreign: 9.1%	Achieve a diversity sufficient to realize the educational benefits that flow from a student body with diverse backgrounds and experiences	
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	Unknown: 0.9%	Unknown: 0.7%		
b. Student gender	2002: Male: 50.2% Female: 49.8%	2007: Male: 49.0% Female: 51.0%	Achieve a diversity sufficient to realize the educational benefits that flow from a student body with diverse backgrounds and experiences	
c. Faculty ethnicity	2002: White: 84.4% Amer In: 0.3% Black: 3.2% Asian: 7.0% Hisp: 5.1%	2007: White: 81.6% Amer In: 0.4% Black: 3.7% Asian: 8.5% Hisp: 5.8%	Achieve a diversity sufficient for the faculty to provide an educational environment that reflects a diversity of backgrounds and experiences	UT Austin's faculty diversity initiative aggressively recruits and retains faculty who teach and research underrepresented subjects. Over the last year, the DDCE's Office of Thematic Initiatives and Community Engagement has helped recruit 12 new faculty members. 28% of tenured/tenure track faculty hires in 2007-08 were minorities.
d. Faculty gender	2002: Male – 66.1% Female – 33.9%	2007: Male – 63.7% Female – 36.3%	Achieve a diversity sufficient for the faculty to provide an educational environment that reflects a diversity of backgrounds and experiences	
5. Faculty expansion (cf. student-to-faculty ratio)				
a. New faculty positions funded per annum	FY2001: 30	FY2007: 35	Goal: 30 per annum	225 new faculty positions have been funded since 2000-2001. Constraints on continuation of the program to add faculty and reduce the student-to-faculty ratio include availability of funding to hire faculty, availability of one-time start-up funding, availability of ongoing support beyond salary, and availability of space.
b. Student-to-faculty ratio	2002: 20.79	2007: 19.23	16.0	The university's Enrollment Strategy Task Force (2003) recommended a goal of 19.0 by the year 2009. However, a ratio competitive with our national comparison group is 16.0.

II. Update Strategic Initiatives from the 2008 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
none				

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Reform the undergraduate curriculum	a. Status of implementing the new requirements in the degree programs of the colleges and schools	In fall 2006, the Faculty Council passed legislation to reform the undergraduate curriculum. A new position, Dean of Undergraduate Studies, was created and filled in fall 2006; the dean is leading implementation of	Make the necessary changes in all appropriate degree programs and implement the new university-wide requirements	Continue to make the necessary changes in all undergraduate degree programs. Continue to implement the first-year signature. Implement the

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	Impact (Metrics)	Analysis	Goal	Next Steps
	<p>b. Status of establishing university-wide courses newly required by the curriculum reform (e.g., thematic strands, flag requirements)</p> <p>c. Status of implementing other new curriculum requirements</p>	<p>the curriculum. The freshman seminar program has been integrated into the first-year signature course format in fall 2008. The University Lecture Series was launched in 2007. Seven colleges will require the First Year Signature course in FY08-09.</p>	<p>(e.g., thematic strands and curricular flags) as recommended by the Faculty Council</p>	<p>second-year signature courses and the rest of the new requirements. Launch the Strategic Advising Center.</p>
2. Faculty expansion (cf. student-to-faculty ratio)	<p>a. Number of new faculty positions funded per annum</p> <p>b. Student-to-faculty ratio</p>	<p>In 2000-2001, the university embarked upon a ten-year program to add 300 strategically placed faculty (i.e., 30 per year). With the exception of one year (when budget reductions precluded funding of new faculty positions), the program has continued.</p> <p>The student-to-faculty ratio has been reduced from 20.52 in 2001 to 19.23 in 2007. However, the constraints on enrollment management, explained in "Enrollment Management Plan Development and Targets" below, have made it increasingly difficult to make greater progress toward the goal.</p>	<p>30 new faculty positions per annum</p> <p>A student-to-faculty ratio of 16.0</p>	<p>Continue the faculty expansion program and continue the efforts to manage enrollments effectively.</p>
3. Implement recommendations of the Commission of 125	<p>Progress on implementation of the Commission of 125 report</p>	<p>The Commission of 125 presented its recommendations in 2004. Its two strategic recommendations (curriculum reform and a higher standard for academic departmental leadership) are being pursued. A new School of Undergraduate Studies was established in 2008, with responsibility for much of the implementation of undergraduate curriculum reform. The First Year Signature Course program is now required in 7 colleges for their students entering in 2008. In 2006 and 2007 we made large commitments to strong leaders in the departments of History and English to recruit star faculty and outstanding graduate students, conduct symposia, and sponsor visiting scholars. In 2008 we recruited an internationally recognized scholar from UC Berkeley to lead our Department of Petroleum & Geosystems Engineering, which is ranked No. 1 in the nation according to U.S. News & World Report.</p>	<p>Implement Commission of 125 goals within 25 years (by 2029). See Commission Report (http://www.utexas.edu/com125/) for additional details.</p>	<p>Complete the curriculum reform and continue the academic leadership initiative. Focus on operational recommendations regarding diversity, student-to-faculty ratio, optimization of financial resources, and graduate education. Additional colleges will revise their degree requirements to implement curriculum reform. Many more First Year Seminars and First Year Signature Courses will be offered. The Strategic Advising Center will be established. Additional academic departments will be selected for enhancement through empowering outstanding leaders with the resources to build or maintain excellence.</p>

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	Impact (Metrics)	Analysis	Goal	Next Steps
4. Identify and manage the financial resources necessary to maintain the university in a place of national preeminence in higher education, including competitive compensation and benefits programs	Funds to meet institutional strategic goals	<p>In 2007-2008, the president and provost established the Policy and Planning Advisory Council (PPAC) to advise on major issues affecting the university's long-term goals, budget priorities, and strategic decisions. The council includes the campus's best expertise and executive talent in order to set and evaluate strategic goals, to help impose the fiscal discipline to fund them, and to hold those programs accountable for making progress.</p> <p>The PPAC identified common characteristics of leading peer institutions that could be used as benchmarks and targets for UT Austin. The Council then identified the areas, programs, and initiatives to which both recurring and one-time institutional resources should be devoted to increase the competitiveness and made recommendations to the president</p>	More effective use of available funds to meet strategic goals	The president is considering the recommendations in consultation with the University Budget Council, after which the accepted recommendations will be implemented.
5. Develop and fund a systematic plan for facilities enhancement and preservation	<p>a. Facility condition indices associated with systems, buildings, and the total campus</p> <p>b. Effectiveness of facilities preservation expenditures</p> <p>c. Expenditures for new facilities and major renovations</p>	Availability of funding continues to impede progress on this initiative. In addition, the institution faces several significant challenges, including the age profile of existing facilities, increasing requirements for fire/life safety and ADA code compliance, changing teaching and research requirements, and lack of surge space.	<p>a. Improve facility condition index for campus by 20% in ten years</p> <p>b. Increase funding for facilities preservation and enhancement by 10% per year</p> <p>c. Maintain facility preservation expenditures effectiveness at 80%</p> <p>d. Implement surge space capacity for both laboratory and classroom/office space</p> <p>e. Improve space management capability and link to capital planning process. This effort is under way.</p> <p>f. Maintain condition assessment effort and benchmark with other institutions. This effort is under way.</p>	The status of overall facility condition has not changed since the last update. The next assessment cycle has begun which will provide updated information next year. The institution continues to make progress on addressing code requirements. New building construction continues and one major renovation project has been completed. The age profile of campus buildings is still a major concern and will drive the need for increasing renovation. Significant progress has been made in the area of space management capability.

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	Impact (Metrics)	Analysis	Goal	Next Steps
6. Increased prominence of arts and humanities programs.	Financial expenditures in the arts and humanities. Course enrollments. Increases in national rankings of academic programs in the arts and humanities.	<p>The large financial commitments to the Departments of History and English during the past two years are also a part of our emphasis on the humanities. Our music programs will take an enormous step forward as a result of a \$55 million gift from Sarah and Ernest Butler, the largest single gift ever made to a public school of music in the U.S.</p> <p>A strategic plan for a Humanities Center was created that will build on our existing strengths and foster cross-disciplinary collaboration and research. The Center will bridge the colleges of Liberal Arts, Fine Arts, and Communication, connect more than a dozen research entities and bring visiting scholars from other institutions to Austin to interact and collaborate with our faculty and students.</p>	<p>Increased prominence of arts and humanities programs.</p> <p>With the national emphasis on the so-called STEM subjects (science, technology, engineering, and mathematics), there has been a tendency to overlook the importance of the arts and humanities. The arts and humanities, however, continue to be essential to the core of higher education and there is a need to maintain their prominence in academic programming.</p>	Secure funding for the Humanities Center. Execute the strategic plan for enhancement of the music programs funded by the Butler gift. Continue strategic acquisitions for the humanities collections. Continue to make strategic hires in English, History, and other departments within the liberal and fine arts.
7. Competitiveness. If the university is to achieve national and international leadership and renown, it must be aggressively competitive in the amount spent to educate students, for faculty salaries, and for graduate student support.	Effectiveness of resource distribution and rise in national rankings.	See analysis for Ongoing Initiative 4.	Rise in stature among universities in national comparison group	More strategic redistribution of resources will occur, and its impact will be evaluated.

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	Impact (Metrics)	Analysis	Goal	Next Steps
8. Globalization. To rise in stature both nationally and internationally, the university must increase its presence and activity throughout the world.	<p>Number of students studying abroad.</p> <p>Number of faculty teaching University of Texas at Austin courses abroad.</p> <p>Number of faculty-led programs, exchange programs, and affiliated programs</p>	<p>2006-2007: Number of students studying abroad: 2,170</p> <p>Number of faculty teaching University of Texas at Austin courses abroad: 110</p> <p>Number of faculty-led programs, exchange programs, and affiliated programs: 644</p> <p>2007-2008 Number of students studying abroad: n/a</p> <p>Number of faculty teaching University of Texas at Austin courses abroad: 88</p> <p>Number of faculty-led programs, exchange programs, and affiliated programs: 656</p> <p>Hired new director for Study Abroad Office in 2008.</p> <p>The Vice Provost for International Programs has traveled widely to forge new international partnerships.</p>	<p>Extend international relationships through selected partnerships in geographic areas of high strategic value and increase the number of students in exchange and study abroad programs. Increase the number of faculty teaching abroad.</p>	<p>Consolidate exchange and affiliate agreements in consultation with Provost's cross college Council on International Study.</p> <p>Begin survey of faculty international research and interests.</p> <p>Work with colleges to develop strategic partnerships with institutions in Mexico, Costa Rica, and Korea.</p>

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
none			

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IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The Task Force on Enrollment of The University of Texas at Austin, chaired by Professor Isabella Cunningham, was appointed by then President Larry Faulkner in fall 2002 and submitted its final report in fall 2003. The task force was reconvened in 2008 to evaluate the status of its recommendations, analyze the current situation, and consider additional recommendations. Its report will be submitted by the year's end.

In fall 2002, enrollment at the university reached an all-time high of 52,261. The Task Force recognized the unsustainable stress put on institutional resources by this excessive enrollment, particularly in the shortage of laboratory space and availability of courses. The Task Force concluded that a continuing expansion of enrollment would compel the university to open a separate campus and thus adversely affect the character of the institution. The Task Force recommended reducing enrollment to a size commensurate with available fiscal and facilities resources and recommended a goal of 48,000 students.

The recommendation of the Task Force was adopted and the reduction of the University's population began. From 52,261 in fall 2002, enrollment fell to 51,426 in fall 2003, to 50,377 in fall 2004, and to 49,696 in fall 2005. These reductions relieved the pressure on the university's faculty and physical plant. A further reduction was planned for fall 2006 but the president's Tuition Policy Advisory Committee (TPAC) recommended against such action because the resulting financial loss would have been more than the university could absorb while also maintaining a high quality of education. The TPAC recommended stabilization of enrollment for the near future and this recommendation is being followed.

The admission standards for the university continue to increase as pressure for available spaces increases. In 1997, the university received about 14,700 applications for freshman admission. In 2008, we received 29,000 freshman applications. We attempt to hold the overall student population at a constant level by admitting freshman classes of similar sizes. As the freshman application pool has increased in size, we have become a highly selective institution.

A complicating factor of enrollment management has been the unaltered continuation of Texas House Bill 588 (1997), the so-called "Top 10%" law. The number of freshmen admitted to The University of Texas at Austin under HB 588 has continued to increase; rising from 46 % in 1996 to 71% for fall 2006 and 81% for the fall 2008 class. If the university were to decrease the total number of freshmen admitted, i.e., with the goal of decreasing overall enrollment, then the percentage of freshman admitted under HB 588 would quickly rise to 100%, thereby squeezing out almost all prospective freshmen not in the top 10% of their high school graduating class. Likewise complicating enrollment management has been the success of the Coordinated Admission Program (CAP). As this program has become increasingly popular and successful, the consequence has been fewer places for transfer students who are not admitted through the CAP.

As a result of these factors, the overall enrollment remains well above the goal of 48,000 (50,170 for fall 2007) and it will apparently remain higher than desirable for the foreseeable future.

b. Financial Management Plan

The general revenue increase to The University of Texas at Austin as a result of the 80th Session of the Texas Legislature was less than 2% per year for the coming biennium. This is commensurate with the pattern for the university over the past twenty years. The Policy and Planning Advisory Council (PPAC) advises the President and the University Budget Council by helping to develop a strategic and business plan for the university so that more effective use can be made of the institutional resources available. This council includes faculty, student, staff, and administrative representation. The PPAC has focused on two strategic priorities needed to close the gaps between our university and those institutions recognized as the national leaders among public research universities: retention and recruitment of outstanding faculty and retention and recruitment of the best graduate students. In this regard, the University has dedicated substantial non-recurring monies to invest towards achieving these goals. The committee has made recommendations to the President regarding how to best allocate these resources.

Improving productivity and efficiency remains a top priority. We continue to look for ways to collaborate and share resources. The Vice President and Chief Financial Officer has begun work on a plan in which he anticipates the collaboration of the PPAC and appropriate officials of The University of Texas System.

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c. Information Security Plan

The University of Texas at Austin Information Security Office has established the following controls and measures to minimize the risk of loss or damage to information resources; to protect information resources from unauthorized access, modification, destruction or harm; to ensure the continued confidentiality, integrity and availability of mission critical information resources; and to provide a baseline from which to configure and audit computer systems and networks for compliance with University of Texas at Austin, state, and federal rules and regulations:

- Information Resources Use and Security Policy (<http://www.utexas.edu/vp/it/policies/uts165/index.php>)
- Acceptable Use Policy (<http://www.utexas.edu/vp/it/policies/aup/index.php>)
- Data Classification Standard (<http://www.utexas.edu/its/policies/opsmanual/dataclassification.php>)
- Minimum Security Standards for Systems (<http://www.utexas.edu/its/policies/opsmanual/secstd.php>)
- Minimum Security Standards for Application Development and Administration (<http://www.utexas.edu/its/policies/opsmanual/appstd.php>)
- Minimum Security Standards for Data Stewardship (<http://www.utexas.edu/its/policies/opsmanual/datastewardstd.php>)
- Minimum Security Standards for Merchant Payment Card Processing (<http://www.utexas.edu/its/policies/opsmanual/pcistd.php>)
- Change Management Guideline (<http://www.utexas.edu/its/policies/opsmanual/chgmgmt.php>)
- Network Monitoring Standards (<http://www.utexas.edu/its/policies/opsmanual/monitor.php>)
- Data Encryption Guidelines (<http://www.utexas.edu/its/policies/opsmanual/encrypt-guide.php>)
- Server Hardening Checklists (<http://security.utexas.edu/admin>)
- Secure Web Application Coding Guidelines (<https://security.utexas.edu/admin/checklists>)
- Security Checklist for Hosted IT Services (https://security.utexas.edu/risk/hosted_checklist.html)
- Disaster Recovery Planning Instructions and Templates (<http://security.utexas.edu/risk/planning/>)

The University of Texas at Austin Information Security Office employs a variety of communication methods to inform staff, faculty, researchers, and students of essential requirements for protecting various assets, including hardware, software resources and data assets, namely:

- Offering Information Technology Security Awareness sessions to the public, targeting 20-25 staff members per session
- Offering Information Security Training and Certification program to some 350 campus IT support staff.
- Supporting and promoting the SeNF (Sensitive Number Finder) tool, which is designed to identify sensitive numbers, e.g., Social Security Numbers or Credit Card Numbers. SeNF has been deployed by most University of Texas at Austin departments, a number of University of Texas System institutions, as well as, several other universities around the country (<https://source.its.utexas.edu/groups/its-iso/projects/senf/>)
- Promoting National Cyber Security Awareness Month with a highly successful campus-wide information campaign (<http://www.utexas.edu/its/secure>)
- Conducting a campus-wide Annual Risk Assessment (<https://security.utexas.edu/risk>). This includes providing specific in-house risk assessment training to more than 350 campus IT support staff and trend analysis from year-to-year to track progress
- Offering an Information Technology Security Awareness Compliance Module for all staff and faculty members to complete biennially (<http://www.utexas.edu/administration/oic/cts/cw170e/alt/start.htm>)
- Developing an Information Technology Security Awareness Course for all new students to complete annually.
- Offering a regularly available hard drive destruction service to campus faculty and staff (<http://www.utexas.edu/its/hdddestruct>)
- Developing a Disaster Recovery and Business Continuity Planning Tool to all campus units [Restarting Texas]
- Offering a 'Self-Serve' Distributed Vulnerability Scanning Service to all campus IT support staff
- Offering a Laptop Whole Disk Encryption Service to faculty and staff (<http://www.utexas.edu/its/encrypt>)
- Offering an Enterprise Digital Certificates Service to faculty and staff (<http://www.utexas.edu/its/user-certs>)
- Offering an Enterprise File/Folder Encryption Service to faculty and staff to faculty and staff

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V. System Contributions and Investments

a. Summary of investments:

	FY 05 and FY 06 cumulative awards	Impact (FY 05 and FY 06 cumulative)	FY 07 awards
Noncompetitive STARS Awards:	\$4,550,500	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$10,841,780
Institutional Match:	\$6,960,623		\$8,988,191
Competitive STARS Awards:	\$11,270,000	Sponsored external funding:..... \$143,451,904 Net return on investment: \$123,651,628 Patents issued:25 Patents pending:55 Scientific publications:.....590 National awards:.....18 Collaborations:161 National academy appointments:1 Sponsored graduate students:.....230 Sponsored post-docs:.....91	\$4,175,000
Institutional Match:	\$8,530,276		

VI. New Faculty Positions Projected to 2011

FIELD	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	13	12	11	12	10	11	60
Health Professions	3	1	2	1	2	1	9
Arts & Humanities	8	10	12	11	12	13	66
Professional Schools	6	11	5	6	6	5	37
TOTAL	30	35	30	30	30	30	185

Comments: STEM includes the College of Engineering, John A. and Katherine G. Jackson School of Geosciences, College of Natural Sciences; Health Professions include the School of Nursing, College of Pharmacy, School of Social Work; Arts and Humanities include the College of Communication, College of Fine Arts, College of Liberal Arts; Professional Schools include the School of Architecture, Red McCombs School of Business, College of Education, School of Information, School of Law, Lyndon B. Johnson School of Public Affairs.

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VII. Status of Campus Strategic/Long-Range Plan:

The elements of the UT Austin strategic plan reflect the planning methodologies of the Commission of Colleges of the Southern Association of Colleges and Schools (SACS-COC), the University of Michigan, and the Pennsylvania State University. Combining the SACS-COC (1996) planning and evaluation steps with those of the University of Michigan (Duderstadt, 2000) and Penn State (2004), the steps for The University of Texas at Austin planning and evaluation process are:

1. Develop a clearly defined statement of institutional purpose through statements of mission, vision, core purpose, core values, and strategic intent;
2. Formulate goals that embrace the institution's mission and the environment in which it finds itself;
3. Develop procedures for evaluating the extent to which those goals are being achieved; and
4. Use evaluation results to improve educational programs and other elements of the institution's mission as well as its services and operations.

Step 1:

The university has a clearly defined mission statement, a vision statement proposed for it by the Commission of 125, statements of core purpose and core values, and the president's statement of strategic intent to become the great public university in America.

Step 2:

The six basic proposed goals for The University of Texas at Austin are drawn from several sources and are stated as:

Goal 1: Create within the university a disciplined culture of excellence.

Goal 2: Educate students to their highest potential of intellectual achievement and personal growth.

Goal 3: Develop scholars, professionals, artists, and scientists who contribute to the advancement of society, nationally and internationally, through research, creative activity, scholarly inquiry, and the development of new knowledge.

Goal 4: Create a more inclusive, civil, and diverse university learning community.

Goal 5: Align missions, programs, facilities, and services with available fiscal resources to better serve our students and their communities.

Goal 6: Foster a deep connection with, and a profound influence on, higher education and society.

Step 3:

To evaluate the extent to which these goals are being achieved, we have established outcomes with which to assess the progress of each goal. They are grouped into major categories with key measures in each category tracked by the university annually for The University of Texas System Accountability and Productivity Report and the Texas Higher Education Coordinating Board's (THECB) Accountability System and Closing the Gaps initiative. A selected number of these key measures are used for major decisions at the institutional level. These major categories and their relationship to goals and initiatives are:

Student participation (Goals 2 and 4)

- Head count enrollments: stabilize student body size to match resources available and to support an excellent education of students
- Percent of top 10% freshmen: monitor proportion of incoming first-year students who are from the top 10% of their high school graduating class so that this group is a reasonable proportion of that incoming group, again to support an excellent education
- Enrollment by ethnicity: create a more inclusive and diverse community on campus

Student success (Goals 2 and 4)

- 4-, 5-, and 6-year graduation rates (total and by ethnicity): ensure student success and support the THECB's Closing the Gaps initiative
- Degrees awarded overall: ensure student success and support the THECB's Closing the Gaps initiative
- Degrees awarded in key fields: ensure student success and support the THECB's Closing the Gaps initiatives
- Student learning: While it is not yet a metric that the university is using for planning purposes because it is still being developed and tested, the Collegiate Learning Assessment instrument has been used on campus for the past three years as a measure of critical thinking, analytical reasoning, and writing ability for our incoming freshmen and graduating seniors.
- Student engagement: While it is not yet a metric that the university is using for planning purposes, the NSSE and FSSE surveys are being administered on campus, and it is likely that the results will be used in the near future.

Excellence (Goals 3 and 4)

- Faculty and lower division teaching: involvement of tenured and tenure-track faculty in undergraduate and lower-division course teaching supports an excellent education of students
- Student-to-faculty ratio: lower student-to-faculty ratios support educational excellence

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- State and national exams success: pass rates on pharmacy, engineering, nursing, and teaching certificate tests are a measure of student learning
- Faculty ethnicity: supports creating a more inclusive and diverse community on campus

Research (Goal 3)

- Research expenditures: measure of research activity and contribution to new knowledge
- Expenditures per faculty: measure of faculty productivity and contribution to new knowledge

Institutional efficiency and effectiveness (all Goals)

- Administrative cost ratio: measure of institutional financial efficiency
- Space use: measure of institutional space efficiency
- Appropriated funds per FTE student: measure of how well state funding is aligned with mission, programs, facilities, and services
- Operating funds per FTE student: measure of how well overall funding is aligned with mission, programs, facilities, and services
- Tuition and fees per student: measure of students' cost of education

Disciplined culture of excellence:

- In its final report (2004), the Commission of 125 made the following comment:

The University of Texas will be the best in the world at creating a disciplined culture of excellence that generates intellectual excitement, transforms lives and develops leaders.

As the institution responds to this mandate at all levels, the means to measure progress will be increasingly apparent.

Step 4:

In a number of ways, it is possible to show that The University of Texas at Austin is using its evaluation results to improve educational programs and other elements of the institution's mission as well as its services and operations.

References:

Duderstadt, James J. 2000. *A University for the 21st Century*. The University of Michigan Press, Ann Arbor.

McCaslin, Richard B. and Earnest F. Gloyna. 1986. *Commitment to Excellence: One Hundred Years of Engineering Education at The University of Texas at Austin*. The Engineering Foundation of the College of Engineering.

Southern Association of Colleges and Schools/Commission on Colleges. 1996. *Resource Manual of Institutional Effectiveness*.

VIII. Campus Consultation to Develop Compact: As indicated above, the 2004 report of the Commission of 125 had a profound and continuing influence on the university and its strategic planning. This update of the compact is based upon the recommendations of the Commission, the preceding version of the compact, and the ongoing discussions the president of the university has had with campus leaders about the strategic goals of the university (Vice Presidents Council, Deans Council, Faculty Council Executive Committee, President's Student Advisory Council, University Budget Council, Policy Planning and Advisory Council, and the Facilities and Space Council).

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IX. Budget

The University of Texas at Austin
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 336,021,623	354,219,453	368,400,000	14,180,547	4.0%
Federal Sponsored Programs	328,722,170	320,993,230	339,805,674	18,812,444	5.9%
State Sponsored Programs	46,624,998	47,145,966	47,222,063	76,097	0.2%
Local and Private Sponsored Programs	63,130,875	73,544,462	72,317,672	(1,226,790)	-1.7%
Net Sales and Services of Educational Activities	129,625,145	144,253,243	143,997,612	(255,631)	-0.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	142,861,553	161,808,661	174,047,531	12,238,870	7.6%
Other Operating Revenues	3,452,730	1,437,964	1,430,654	(7,310)	-0.5%
Total Operating Revenues	1,050,439,094	1,103,402,979	1,147,221,206	43,818,227	4.0%
Operating Expenses:					
Instruction	485,374,351	518,829,643	541,902,469	23,072,826	4.4%
Academic Support	107,487,941	136,827,057	136,741,991	(85,066)	-0.1%
Research	344,991,191	391,020,923	393,633,445	2,612,522	0.7%
Public Service	47,469,078	57,660,730	65,578,979	7,918,249	13.7%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	89,336,136	92,896,604	97,104,600	4,207,996	4.5%
Student Services	43,716,450	45,704,041	49,794,930	4,090,889	9.0%
Operations and Maintenance of Plant	137,496,901	130,896,174	136,799,568	5,903,394	4.5%
Scholarships and Fellowships	75,635,212	72,435,590	92,624,419	20,188,829	27.9%
Auxiliary Enterprises	167,226,675	185,001,875	201,757,524	16,755,649	9.1%
Depreciation and Amortization	108,937,676	105,514,596	108,680,034	3,165,438	3.0%
Total Operating Expenses	1,607,671,611	1,736,787,233	1,824,617,959	87,830,726	5.1%
Operating Surplus/Deficit	(557,232,517)	(633,384,254)	(677,396,753)	(44,012,499)	6.9%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	300,676,150	301,602,920	322,408,844	20,805,924	6.9%
Gifts in Support of Operations	88,037,573	84,145,146	78,264,886	(5,880,260)	-7.0%
Net Investment Income	137,554,645	119,265,572	127,146,940	7,881,368	6.6%
Other Non-Operating Revenue	34,236	-	-	-	-
Other Non-Operating (Expenses)	(29,737)	-	-	-	-
Net Non-Operating Revenue/(Expenses)	526,272,867	505,013,638	527,820,670	22,807,032	4.5%
Transfers and Other:					
AUF Transfers Received	112,480,000	127,560,000	143,600,000	16,040,000	12.6%
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(24,552,819)	(22,714,402)	(27,119,414)	(4,405,012)	19.4%
Total Transfers and Other	87,927,181	104,845,598	116,480,586	11,634,988	11.1%
Budget Margin	56,967,531	(23,525,018)	(33,095,497)	(9,570,479)	40.7%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	154,971,544	-	-	-	-
Interest Expense on Capital Asset Financings	(1,548,832)	(1,882,076)	(1,548,832)	333,244	-17.7%
Capital Approp., Gifts and Sponsored Programs	35,450,903	10,000,000	10,000,000	-	0.0%
Additions to Permanent Endowments	43,800,932	50,000,000	50,000,000	-	0.0%
Transfers for Debt Service - Principal	(19,057,036)	(18,001,468)	(28,983,379)	(10,981,911)	61.0%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	198,908,969	107,300,000	222,810,500	115,510,500	107.7%
SRECNA Change in Net Assets	\$ 469,494,011	123,891,438	219,182,792	95,291,354	76.9%
Total Revenues and AUF Transfers	\$ 1,689,221,698	1,735,976,617	1,818,641,876	82,665,259	4.8%
Total Expenses (Including Transfers for Interest)	(1,632,254,167)	(1,759,501,635)	(1,851,737,373)	(92,235,738)	5.2%
Budget Margin	\$ 56,967,531	(23,525,018)	(33,095,497)	(9,570,479)	
Reconciliation to Use of Prior Year Balances					
Depreciation		105,514,596	108,680,034		
Capital Outlay		(42,808,174)	(44,092,421)		
Transfers for Debt Service - Principal		(18,001,468)	(28,983,379)		
Budgeted Transfers		(35,899,745)	(30,380,328)		
Use of Prior Year Balances		(14,719,809)	(27,871,591)		

**UT Austin
Compact for FY 09 – FY 10**

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate	38,162	38,609	39,391	38,112	37,101	36,291	36,775	37,459
Graduate/professional	11,834	12,007	12,870	13,314	13,276	12,942	12,922	12,711
Total enrollment	49,996	50,616	52,261	51,426	50,377	49,233	49,697	50,170
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005	2006
1st year persistence	89.9%	91.0%	90.5%	91.4%	92.7%	92.7%	92.7%	92.1%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate	35.6%	39.2%	36.5%	38.9%	41.3%	44.8%	46.4%	47.7%
6-year graduation rate	69.9%	71.9%	70.1%	73.8%	74.8%	76.4%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	7,803	7,624	8,005	8,463	8,959	8,705	8,878	8,473
Master's degrees	2,540	2,567	2,644	2,650	2,835	2,884	2,834	2,886
Doctorate degrees	703	720	644	668	683	755	813	788
Professional degrees	526	577	586	596	588	688	624	546
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	2,801	2,875	2,949	2,901	2,968	3,096	3,164	3,130
Administrative		664	691	684	708	706	743	794
Other, Non-Faculty		9,647	9,642	8,771	9,035	9,192	9,441	9,590
Student employees		8,676	8,948	9,315	9,568	9,602	10,025	10,258
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE	21 to 1	21 to 1	21 to 1	20 to 1	19 to 1	19 to 1	19 to 1	18 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research exp	\$185,190,446	\$202,440,085	\$235,436,101	\$240,537,689	\$249,014,154	\$269,612,823	\$294,832,202	\$314,130,646
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$12,000	\$13,000	\$12,000	\$12,000	\$13,000	\$13,000	\$14,000	\$14,000
(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*	8/31/2007
Endowment total value	\$1,611,050,000	\$1,463,114,000	\$1,350,816,000	\$1,640,724,000	\$2,038,938,000	\$2,346,903,000	\$6,268,407,000	\$7,190,136,000

* Beginning in FY 2006, endowments for UT Austin were increased to include 30 percent of the PUF market value and endowments for the UT System were decreased correspondingly to 37 percent of the PUF market value.

UT Brownsville Compact for FY 09 – FY 10

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 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 09 – FY 10:

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)	NA (2001) 55% (2004)	63% (2006)	70% (2010)	On target: 06 to 07 is 63%. Advising program and implemented initiatives expected to help increase persistence. Innovative technologies added for instruction.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	NA (1998) NA (2001)	NA (2002)	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 (1996) NA (1999)	NA (2000)	25% (2010)	Increase by 5% each year with initiatives: flat-rate tuition, student employment, guaranteed tuition and fees.
Number of Graduates	613 bachelors 155 master's (2003)	922 bachelors 179 master's (2007)	950 bachelors 180 master's (2009)	Surpassed projection in 06/07, the last academic year certified: 923 bachelor's and 176 master's degrees awarded. Increased 2009 goal.
Certification-- Passing rate on state certification/licensures for education and nursing graduates	Above requirement	93.5% Education 93% Nursing (2006)	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)	1,458 (fall 2007)	10% increase (2009)	Increased to 1,458 in fall 2007, a 20% increase. Initiatives continue to have impact in this area, and support will increase.
Distance Education-- # of SCHs generated in distance education courses	1,129 (fall 2002)	7,195 (fall 2007)	10% increase (2009)	Increased to 7,195 in fall 2007. Initiatives to increase will continue.
Percent of baccalaureate graduates employed and/or in graduate or professional school	92.6% (FY 2002)	90.9% (FY 2006)	Remain above 90%	As reported by the State Accountability System; Texas Higher Coordinating Board.

**UT Brownsville
Compact for FY 09 – FY 10**

II. Update Strategic Initiatives from 2007 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Expand outreach programs and distributed education	Increase # of students who benefit	Programs that bring students to campus are particularly beneficial to first-generation students and high financial-need students who may not be familiar with university.	Add to Upward Bound and add Summer Bridge programs	Received almost \$2M in grants to add four high schools in Brownsville to Upward Bound programs. In 2007, received THECB and school district grants for summer bridge program for 399 students with 97% retention and 3.4 avg GPA. For 2008, 325 students will be in Summer Bridge. Additional students brought to campus through YEP and Engineering programs.
2. Initiate the Math and Science Academy, which was approved in the 79th Legislature. A principal will guide the school, including fundraising efforts,	New students	Increasing the number of STEM majors who are college-ready is good needed. There is a statewide need for students to complete these majors. Opportunities are increased as we prepare them early.	Enroll 70 students	Enrolled 30 high school juniors in fall 2007. Of those students, 21 have declared STEM majors. Based on applications, we are on target to enroll 30 juniors for fall 2008
3. Install new Satisfactory Academic Progress Policy (SAP): 70% completion and 2.0 GPA required.	Retain access and improve completion	Using a comprehensive information campaign made students aware of policy changes. Students should that invest in their education should leave with credentials.	Increase percentage of students meeting new SAP.	Gained campus-wide support for new policy. Students have shown greater awareness of expectations. There were more credit hours completed with passing grades and fewer courses dropped. First semester results were analyzed and used to increase academic support and prepare for enrollment effects.
4. Install University Research Council	Support research productivity	Much of the planning, achievement, assessment, and recalibration of research will be aided by the URC.	Have an advisory body to the Provost Council	Giving an institutional voice to research moves forward our strategic plan for increasing research expenditures and faculty productivity. This was in support of the University's priority to increase knowledge through research.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Develop a plan for a major campaign for endowed scholarships	Establish time frame and funding goals	Consultant made recommendations. Additional personnel and training needed. Yielded progress in endowments. Hired AVP for Marketing and Communication. Hired Director for Corporate Relations.	Add scholarships and increase access.	Continue to build on past year's success: increased endowments from 66 to 83. Add Director of Alumni Relations.

**UT Brownsville
Compact for FY 09 – FY 10**

	Impact (Metrics)	Analysis	Goal	Next Steps
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.	Goal: Increase in bilingual education majors from 734 to 775. Surpassed goal with 779 in fall 2007. Goal: Increase environmental sciences majors from 33 to 65. Slight increase to 39 in fall 2007. Target remains 65. Goal: Increase biology majors from 371 to 550. Increased to 482 in fall 2007. Goal: add business administration majors in three new programs: 15 in entrepreneurship; 104 in marketing; and 59 in international business. Enrolled second cohort in EdD program; expect third for fall 2009.
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	Added a business incubator project in Raymondville in Willacy County with a \$1 million grant from the Dept. of Commerce. 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. Continue new construction	\$133M in construction in pipeline	Includes TSC bond-funded, TRB funded, and student funded facilities.	Construction office will manage seven projects.	Use cost-savings measures to ensure programming needs are met to get facilities under way and completed. Raise \$6.7M for Arts Center in 2008-2010.
5. Implement Quality Enhancement Plan (QEP) developed to improve written communication	Improve students' writing skills	Writing is critical to students' success. The title of the plan that addresses this is "The Power of Two: Improving Student Success Through Linked Courses".	Directly impact 300 students in 2010.	Professional development will begin summer 2008 and expand in summer 2009. Implementation of QEP will begin in AY 2008-09 with linked courses in general studies. First cohorts in Spring 2009 pilot. Review and revise in summer 2009. Expand program in Fall 2009.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. Implement Institute for Public Service. Impartially promote broad public engagement, empowerment, and civil discourse of societal issues.	Increase in participation in Master's in Public Policy and Management Program. Increased visibility of university in public leadership. Will meet need for programs for public officials.	Self-sustaining institute in FY 2010.	Hire director. Director will develop a funding strategy in the 08-09 AY, before we actually bring the institute online.
2. Increase student success. Help more students to make Satisfactory Academic Progress (SAP) and decrease time to graduation. Retention will aid in the recovery of enrollments lost from new SAP policy.	Improvement in students' awareness of progress. Increase in percentage of credit hours completed with passing grades. Better GPAs. Fewer courses dropped. Less time to graduation.	Increase completed SCHs from 82% to 85%.	Strengthen efforts to ensure more students meet new standards for Satisfactory Academic Progress. Increase supplemental instruction and tutoring services. Seek \$64M TRB for Student Success Building.

**UT Brownsville
Compact for FY 09 – FY 10**

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
3. Create an Office of Research to provide leadership and oversight for all research activities.	Increase in external funding for research. Increase in research productivity. Increase in support for research.	To expand knowledge through research	Promote work of the University Research Council. Support success of research centers. Implement procedures, policies, and training regarding commercialization.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The Enrollment Management Plan was developed with a diverse team from various divisions and headed by the Associate Vice President of Academic Affairs. Key targets include increasing full-time student enrollment and distance education student enrollment. The plan supports building capacity for 20,000 on-campus students by 2030.

b. Financial Management Plan

We are implementing the Future Perfect software to complement the Enrollment Management Plan. Staff is currently training and project will be completed in March 2009.

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 the security plan defined by UTS 165, Bulletin #2.

The 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), and all applicable federal requirements.

- A. Create a new budget line for ISO
- B. Provide funding for IT security related operations and projects
- C. Review all access and user account processes to create and implement new SOPs for user account management
- D. Develop a comprehensive staff training program related to IT security
- E. Put into operation a methodology for annual institutional IT risk assessments
- F. Develop institutional security action plan from IT risk assessments

V. Number of New Faculty Positions Projected to 2011

FIELD	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	6	2	4	1	3	5	21
Medical/Health	4	2	2	1	1	2	12
Business	3	2	2	0	1	2	10
Liberal Arts	14	2	3	0	2	4	25
Education	6	2	2	0	1	3	14
Total	33	10	13	2	8	16	82

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

VI. Status of Campus Strategic/Long-Range Plan: The 2008-2012 Strategic Plan has been completed and published. The plan was created through the development of institutional goals and unit plans provided by the leadership of the President and the Provost and seven divisions comprising the administrative leadership: Academic Affairs, Student Affairs, Business Affairs, External Affairs, Institutional Advancement, Partnership Affairs, and Information Technology Systems.

VII. Campus Consultation to Develop Compact: Reviewed the update of the plan with the Provost Council, Deans Council, Academic Senate and Staff Senate. Final approval from Executive Council.

UT Brownsville
Compact for FY 09 – FY 10

VIII. Budget

The University of Texas at Brownsville
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 11,448,398	13,545,015	13,657,786	112,771	0.8%
Federal Sponsored Programs	32,873,770	32,183,695	29,433,109	(2,750,586)	-8.5%
State Sponsored Programs	2,983,334	2,608,122	3,351,248	743,126	28.5%
Local and Private Sponsored Programs	43,826,392	45,239,072	45,598,985	359,913	0.8%
Net Sales and Services of Educational Activities	947,091	540,146	600,718	60,572	11.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	765,454	1,130,632	1,187,171	56,539	5.0%
Other Operating Revenues	233,963	4,868	7,520	2,652	54.5%
Total Operating Revenues	93,078,402	95,251,550	93,836,537	(1,415,013)	-1.5%
Operating Expenses:					
Instruction	36,101,599	36,471,701	38,340,628	1,868,927	5.1%
Academic Support	10,971,853	12,768,873	14,031,605	1,262,732	9.9%
Research	4,377,163	5,211,545	2,486,569	(2,724,976)	-52.3%
Public Service	4,732,773	5,450,243	5,143,673	(306,570)	-5.6%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	11,230,225	10,633,974	11,050,746	416,772	3.9%
Student Services	7,551,395	7,857,980	8,294,035	436,055	5.5%
Operations and Maintenance of Plant	10,671,978	10,486,511	10,531,289	44,778	0.4%
Scholarships and Fellowships	29,431,631	24,953,477	26,829,823	1,876,346	7.5%
Auxiliary Enterprises	5,628,872	6,113,840	6,027,233	(86,607)	-1.4%
Depreciation and Amortization	5,128,750	4,871,471	5,400,778	529,307	10.9%
Total Operating Expenses	125,826,239	124,819,615	128,136,379	3,316,764	2.7%
Operating Surplus/Deficit	(32,747,837)	(29,568,065)	(34,299,842)	(4,731,777)	16.0%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	30,314,635	30,604,463	38,578,603	7,974,140	26.1%
Gifts in Support of Operations	49,327	90,673	90,673	-	0.0%
Net Investment Income	1,310,362	734,659	917,660	183,001	24.9%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	31,674,324	31,429,795	39,586,936	8,157,141	26.0%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(2,010,700)	(1,932,723)	(1,834,156)	98,567	-5.1%
Total Transfers and Other	(2,010,700)	(1,932,723)	(1,834,156)	98,567	-5.1%
Budget Margin	(3,084,213)	(70,993)	3,452,938	3,523,931	-4963.8%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	614,399	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	98,876	5,000	25,000	20,000	400.0%
Additions to Permanent Endowments	500,694	-	-	-	-
Transfers for Debt Service - Principal	(2,232,013)	(2,867,143)	(5,391,926)	(2,524,783)	88.1%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	313,467	1,340,000	951,000	(389,000)	-29.0%
SRECNA Change in Net Assets	\$ (3,788,790)	(1,593,136)	(962,988)	630,148	-39.6%
Total Revenues and AUF Transfers	\$ 124,752,726	126,681,345	133,423,473	6,742,128	5.3%
Total Expenses (Including Transfers for Interest)	(127,836,939)	(126,752,338)	(129,970,535)	(3,218,197)	2.5%
Budget Margin	\$ (3,084,213)	(70,993)	3,452,938	3,523,931	
Reconciliation to Use of Prior Year Balances					
Depreciation		4,871,471	5,400,778		
Capital Outlay		(2,791,194)	(4,186,790)		
Transfers for Debt Service - Principal		(2,867,143)	(5,391,926)		
Budgeted Transfers		-	-		
Use of Prior Year Balances		(857,859)	(725,000)		

**UT Brownsville
Compact for FY 09 – FY 10**

IX. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate headcount	8,244	8,470	9,131	9,699	10,656	12,357	14,835	16,320
Graduate/professional headcount	751	834	822	893	890	893	842	894
Total enrollment	8,995	9,304	9,953	10,592	11,546	13,250	15,677	17,214
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees granted	475	543	618	613	684	681	788	922
Master's degrees	151	146	148	155	166	189	154	179
Graduate-level certificate	--	--	--	--	--	--	--	9
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	453	466	495	526	558	638	693	731
Administrative		93	105	109	111	114	121	132
Other, Non-Faculty		1,187	1,137	1,104	1,117	1,017	1,205	1,204
Student employees		1	NA	NA	NA	212	199	157
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
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	18 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research expenditures	\$241,980	\$602,856	\$896,646	\$1,011,353	\$2,889,894	\$4,897,516	\$5,131,456	\$4,664,251
<i>as of</i>	8/31/2000	8/31/2001	8/31/2002	8/31/2003	8/31/2004	8/31/2005	8/31/2006	8/31/2007
Endowment total value	\$770,000	\$927,000	\$3,065,000	\$3,904,000	\$4,829,000	\$5,599,000	\$6,373,000	\$7,327,000

UT Dallas
Compact for FY 09 – FY 10

Mission: The University of Texas at Dallas serves the Metroplex and the State of Texas as a global leader in innovative, high quality science, engineering, and business education and research. The University is committed to producing engaged graduates prepared for life, work, and leadership in a constantly changing world; advancing excellent educational and research programs in the natural and social sciences, engineering and technology, management, and the liberal, creative, and practical arts; and transforming ideas into actions that directly benefit the personal, economic, social, and cultural lives of the citizens of Texas.

Top 5 Priorities for FY 09 – FY 10:

1. Allocate resources to enhance research in line with strategic initiatives.
2. Increase enrollment, while maintaining standards, to achieve a growth of 5,000 FTE over the next 10 years.
3. Allocate resources to enhance academic offerings and teaching in line with strategic objectives.
4. Fulfill commitments of the Engineering and Science Research Enhancement Program.
5. Implement measures to increase persistence and graduation rates.

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)	79.4% (2001) 82.5% (2004)	79.9% (2005)	82% (2008)	Raise retention rates as part of graduation initiative utilizing Living Learning Communities and the SACS Quality Enhancement Plan initiative "GEMS" to focus on math and science success in the first year.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	37.7% (1998) 30.7% (2001)	35.7% (2002)	40% (2008)	Raise 4-year rate to over 40% by 2011. Enhance first year success, expand degree profile to provide more choices. Provost focus on retention with new office.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	51.8% (1995) 56.6% (1999)	55.3% (2000)	60% (2008)	Raise 6-year rate to 65% by 2013. Enhance first year success, expand degree profile to provide more choices, review curriculum.
Total Research Expenditures	\$27.7M (2002) \$43.1M (2005)	\$46.5M (2007)	\$48.4M (2008)	Annual R&D growth, especially federal R&D, of 4%.
Increase in Enrollment	14,092 (fall 2004)	14,556 fall 2007)	14,992 (fall 2008)	The University aims to increase enrollment growth by 3% per year.
Percentage of SCH generated by Tenure/Tenure-Track Faculty	SCH +7.4% (fall 03-04); SCH -3.8% (fall 04-05)	SCH +1% (fall 06-07)	SCH +3%, increase # sections taught (fall 07-08)	Reverse declines through expansion of T/TT faculty hiring in area of high demand.
Increase in freshmen enrollment while sustaining quality	Fall 2005: 1,203 students; average SAT 1241	Fall 2007: 1,150 students; average SAT 1239	Fall 2008: 1,210 students average SAT 1240	High SAT college prepared students in Texas have plateaued. We have initiated a new focus in recruitment aimed at an annual growth of 5%.

UT Dallas
Compact for FY 09 – FY 10

II. Update Strategic Initiatives from 2007 Compact

a. Completed Initiatives – none for this period

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Allocate existing resources to preserve quality in teaching.	Organized class sections alignment to promote efficiency	Course scheduling and curriculum streamlined. Smaller programs re-evaluated.	Streamlined curriculum to reduce overlap	Greater coordination of core curriculum. Ongoing review by Council for Undergraduate Education.
2. Allocate existing resources to preserve quality in research programs. (see ongoing initiatives below)	NSF ranking increase	R&D opportunities exist in strategic areas.	Increase Federal R&D expenditures	Research efforts resulted in jump to plateau. To increase in next phase, additional research faculty required. (see below)

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Sustain progress over last decade in becoming a "first tier" institution in terms of students and academic program quality.	National rankings	Student quality has increased (higher entering SATs and high school GPAs). Programs have been expanded.	Long-term goal is top 100 status	Add more degree programs (Mechanical Engineering), enhance undergraduate graduation efforts through GEMS and other initiatives.
2. Enhance research, graduate education, and technology-driven economic development.	131 PhD's awarded 06-07; new graduate degrees	PhD enrollment has increased but intermediate pipeline has constriction. Forecast 100 PhDs in FY08	Sustain number of PhD's awarded; increase # of research faculty	Continue to hire more tenured/tenure-track faculty in STEM, biomedical fields. Enhance graduate recruitment.
3. Fulfill commitments to the Engineering and Science Research Enhancement Initiative.	Raise Federal R&D by 4% per year; national ranking	Additional facilities (ENSERL) to accommodate initiative are complete.	Increase endowed chairs, grad fellowships	Complete the engineering enhancement initiative campaign.
4. Protect enrollment gains, access, and student quality achieved over last decade.	Enrollment, student diversity, graduation rates	New sources of funding were applied to scholarship and outreach programs.	Increase enrollment and graduation rates	Freshmen enrollment, diversity stabilized while student quality (GPA, SAT) improved. Graduation rates must be improved. VP for Diversity in place and focused on diversity initiatives.
5. Allocate resources to enhance research programs and research faculty.	Raise NSF ranking (171 in FY06)	Need for targeted research opportunities in areas of strength (e.g., materials sciences).	R&D expenditures of \$60M by 2012	Add more degree programs and hire research-oriented faculty in all fields.

**UT Dallas
Compact for FY 09 – FY 10**

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
6. Increase number of tenured/on-track faculty and researchers. Rationale: Additional faculty and researchers will generate needed research dollars and head new programs. Strategy: targeted hiring.	Federal research expenditures and degrees offered/awarded (especially PHD's) will be metrics.	60% T/TT faculty with extramural R&D funding, 25 research scientists	Within budgetary constraints, hire as many T/TT faculty as possible, primarily in sciences and engineering who will engage in external research. Hire up to 10 research staff.
7. Increase number of buildings and improve infrastructure. Rationale: to accommodate planned program, personnel and enrollment expansion. Strategy: tap PUF, service fees, private funding sources.	Will accommodate additional research and faculty; improve student service/educational experience.	Add 855,000 gross square feet research/faculty space	Add 180,000 gross square feet (3 new buildings), renovate 160,000 gross square feet (Founders).
8. Increase UT Dallas's endowment. Rationale: key to financing long-range expansion goals. Strategy: complete engineering enhancement project and initiate new 10-year, campus-wide capital campaign.	Increased private/alumni giving rates; more endowed chairs; increase graduate fellowships from 5 to 7%.	Substantially increase UTD's endowment	First stage of campaign will focus on private funding for endowed chairs, fellowships, scholarships, special research programs.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The University currently enrolls 14,556 total students and 10,885 full-time-equivalent (FTE) students. Nearly 36% of the students are graduate students, a proportion that is not expected to change significantly. The University will add 5,000 new FTE students via two mechanisms: 1) growth of existing programs at an average rate of 3% per year, which will increase enrollment by 3,400 students, and 2) creation of new programs, specifically in emerging technologies and biomedical/biotechnological fields, which will add at least 1,600 students within 10 years. UTD will maintain current admissions standards and expand recruitment efforts into local community colleges and untapped Texas markets (e.g., Houston). Privately-funded landscaping initiative, expanded student services, and additional scholarship monies will serve as recruitment tools.

b. Financial Management Plan

Estimated annual operating cost to increase faculty/research staff is \$70 million. Sources of funding: \$55 million per year from additional 5,000 FTE students; \$10 million annually from increased state appropriations and/or tuition; \$5 million from expanded executive education, tuition reimbursement from research contracts, and other means; and \$17 million annually from new indirect cost recovery funds generated by increased research productivity. Estimated total start-up cost for 300 research faculty is \$105 million over 10 years. Sources of funding: \$20 million from existing state initiatives, \$1.5 million annually from UT System STARS, \$2 million annually from indirect cost recovery, \$500,000 annually from private monies. Estimated cost for new buildings, infrastructure enhancements, and renovations is \$809 million over 10 years. Sources of funding: \$513 million from state/PUF; \$193 million service income; \$68 million UTD budget; \$35 million private gifts.

c. Information Security Plan

The UTD Information Security Office (ISO) provides proactive security analysis, develops a robust security architecture, and ingrains security awareness into the university's environment. ISO works in partnership with the various Information Resources departments, Internal Audit, Compliance, and Information Technology representatives from each school to support the university's mission and goals. This department is responsible for a wide variety of issues, including development, maintenance and review of policies and procedures; disaster recovery planning; campus security strategies including edge and internal security; malicious code detection and prevention; break-in investigations (including forensics); and public security awareness programs. This department works to ensure awareness and compliance with local, state, and federal laws.

UT Dallas
Compact for FY 09 – FY 10

V. System Contributions and Investments

a. Summary of investments:

	FY 05 and FY 06 cumulative awards	Impact (FY 05 and FY 06 cumulative)	FY 07 awards
Noncompetitive STARS Awards:	\$429,000	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$1,311,360
Institutional Match:	--		\$1,475,000
Competitive STARS Awards:	\$500,000	Sponsored external funding:..... \$320,000 Net return on investment: (\$680,000) Patents issued: 0 Patents pending: 0 Scientific publications:..... 12 National awards:..... 0 Collaborations: 4 Sponsored graduate students:..... 1 Sponsored post-docs:..... 2	\$3,000,000
Institutional Match:	\$500,000		--

b. Other System contributions: UTD has received \$3.5m in STARS competitive funds that have allowed UTD to attract top research talent in STEM and Medical/Health disciplines including a Nobel Laureate

VI. New Faculty Positions Projected to 2011

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	9	4	9	6	15	20	63
Medical/Health	4	4	2	0	3	5	18
Liberal/Fine Arts	1	1	9	5	2	3	21
Business	11	7	4	4	5	5	36
Social Sciences	7	7	7	2	1	2	26
Total	32	23	31	17	26	35	164

Comments: Most faculty growth will occur in the STEM majors with special emphasis on engineering in fulfillment of mandates established in the Engineering Enhancement Project.

VII. Status of Campus Strategic/Long-Range Plan: After a lengthy development process and alignment with UT System's strategic plan, the campus master plan was finalized and sent to UT System for review.
<http://www.utdallas.edu/president/strategicplan.html>

VIII. Campus Consultation to Develop Compact: Efforts were made to ensure that the Compact was in alignment with the President's strategic plan which had been developed with input from the Provost, the Deans and the President's Cabinet. Compact goals have been communicated and discussed with all Deans and Directors and with Faculty leadership.

UT Dallas
Compact for FY 09 – FY 10

IX. Budget

The University of Texas at Dallas
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget	
				Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 79,426,557	95,583,589	102,032,243	6,448,654	6.7%
Federal Sponsored Programs	26,701,162	27,771,599	25,683,738	(2,087,861)	-7.5%
State Sponsored Programs	16,107,941	15,486,659	2,859,568	(12,627,091)	-81.5%
Local and Private Sponsored Programs	4,943,456	5,227,033	5,387,351	160,318	3.1%
Net Sales and Services of Educational Activities	5,936,142	7,040,978	7,399,776	358,798	5.1%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	5,351,565	4,634,702	5,558,649	923,947	19.9%
Other Operating Revenues	4,097,786	1,902,969	2,300,305	397,336	20.9%
Total Operating Revenues	142,564,609	157,647,529	151,221,630	(6,425,899)	-4.1%
Operating Expenses:					
Instruction	85,763,870	88,825,323	90,763,808	1,938,485	2.2%
Academic Support	17,876,640	19,938,473	23,659,114	3,720,641	18.7%
Research	36,013,378	39,953,125	46,727,434	6,774,309	17.0%
Public Service	6,964,437	6,495,438	6,857,021	361,583	5.6%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	21,171,474	24,703,943	25,158,576	454,633	1.8%
Student Services	8,705,110	9,017,367	10,136,220	1,118,853	12.4%
Operations and Maintenance of Plant	13,991,759	17,937,620	20,184,654	2,247,034	12.5%
Scholarships and Fellowships	11,335,773	11,537,949	9,219,996	(2,317,953)	-20.1%
Auxiliary Enterprises	12,642,912	14,029,474	14,777,789	748,315	5.3%
Depreciation and Amortization	14,509,134	20,000,000	21,333,840	1,333,840	6.7%
Total Operating Expenses	228,974,487	252,438,712	268,818,452	16,379,740	6.5%
Operating Surplus/Deficit	(86,409,878)	(94,791,183)	(117,596,822)	(22,805,639)	24.1%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	72,371,748	75,494,531	89,143,170	13,648,639	18.1%
Gifts in Support of Operations	6,264,864	5,819,670	3,128,006	(2,691,664)	-46.3%
Net Investment Income	11,228,906	10,101,649	12,338,726	2,237,077	22.1%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	89,865,518	91,415,850	104,609,902	13,194,052	14.4%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(5,357,369)	(8,337,656)	(7,437,529)	900,127	-10.8%
Total Transfers and Other	(5,357,369)	(8,337,656)	(7,437,529)	900,127	-10.8%
Budget Margin	(1,901,729)	(11,712,989)	(20,424,449)	(8,711,460)	74.4%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./Dec. in Fair Value of Investments	12,040,417	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	9,159,847	2,000,000	2,000,000	-	0.0%
Additions to Permanent Endowments	2,399,542	1,200,000	3,600,000	2,400,000	200.0%
Transfers for Debt Service - Principal	(1,978,090)	(3,372,000)	(8,567,361)	(5,195,361)	154.1%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	57,845,214	26,440,500	23,139,000	(3,301,500)	-12.5%
SRECNA Change in Net Assets	\$ 77,565,201	14,555,511	(252,810)	(14,808,321)	-101.7%
Total Revenues and AUF Transfers	\$ 232,430,127	249,063,379	255,831,532	6,768,153	2.7%
Total Expenses (Including Transfers for Interest)	(234,331,856)	(260,776,368)	(276,255,981)	(15,479,613)	5.9%
Budget Margin	\$ (1,901,729)	(11,712,989)	(20,424,449)	(8,711,460)	
Reconciliation to Use of Prior Year Balances					
Depreciation		20,000,000	21,333,840		
Capital Outlay		(13,415,000)	(7,953,351)		
Transfers for Debt Service - Principal		(3,372,000)	(8,567,361)		
Budgeted Transfers		(240,000)	(231,000)		
Use of Prior Year Balances		(8,739,989)	(15,842,321)		

**UT Dallas
Compact for FY 09 – FY 10**

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate	7,807	9,009	9,482	9,523	9,782	10,074	10,086	9,793
Graduate/professional	3,138	3,446	3,747	4,195	4,310	4,325	4,437	4,763
Total enrollment	10,945	12,455	13,229	13,718	14,092	14,399	14,523	14,556
<i>yr of matriculation</i>		1999	2000	2001	2002	2003	2004	2005
1st year persistence		77.7%	78.0%	79.4%	83.8%	80.2%	82.5%	79.9%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate	32.0%	30.3%	31.7%	37.7%	29.6%	30.6%	30.7%	35.7%
5-year graduation rate	48.3%	46.0%	51.5%	50.9%	50.9%	49.8%	48.4%	
6-year graduation rate	55.2%	51.8%	56.2%	56.4%	56.6%	55.3%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	1,303	1,386	1,537	1,605	1,823	2,020	2,158	2,355
Master's degrees	1,077	1,129	1,172	1,299	1,363	1,352	1,369	1,294
Doctorate degrees	64	69	58	70	50	117	116	131
Professional degrees	--	--	--	--	4	9	8	8
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	548	604	652	679	697	763	770	767
Administrative		111	123	101	103	110	122	132
Other, Non-Faculty		1,179	1,281	1,341	1,384	1,530	1,624	1,679
Student employees		456	919	1,005	1,070	1,136	1,210	1,366
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty	20 to 1	22 to 1	22 to 1	21 to 1	21 to 1	21 to 1	20 to 1	21 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research exp	\$7,049,617	\$8,781,295	\$11,815,490	\$14,432,841	\$15,733,571	\$19,933,291	\$19,953,502	\$17,782,702
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$14,000	\$15,000	\$13,000	\$13,000	\$13,000	\$13,000	\$14,000	\$13,000
(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	8/31/2007
Endowment total value	\$187,273,000	\$190,257,000	\$171,653,000	\$181,753,000	\$195,714,000	\$222,424,000	\$236,111,000	\$263,975,000

**UT El Paso
Compact for FY 09 – FY 10**

Mission: As the leading U.S. doctoral/research university serving a majority Mexican-American student population, the University of Texas at El Paso creates a broad range of educational opportunities for residents of the U.S.-Mexico border region, prepares a competitive workforce for the state and nation, and contributes to our community's quality of life.

Top 5 Priorities for FY 09 – FY 10

1. Enhance student success.
2. Continue to develop degree programs that address regional, state, and national priorities.
3. Foster multi-disciplinary research activity, and secure major funding for projects that have relevance for the binational region, state, and nation.
4. Increase alternative sources of funding.
5. Increase efficiency and effectiveness through a process of continuous improvement.

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)	64.3% (2001) 67.6% (2004)	67.3% (2005)	73% (2010)	Interventions are being implemented based on findings from a research study completed in spring 2007.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	3.6% (1998) 3.9% (2001)	4.4% (2002)	10% (2010)	Newly tightened curricular requirements and enhanced advising are expected to reduce time to degree; however, personal and work commitments prevent many students from taking full course loads
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	24.4% (1996) 29.4% (1999)	28.9% (2000)	34% (2010)	Our recent efforts to improve time to degree, including 120-SCH degree programs and integrated academic/career advising, are expected to improve this metric.
Total degrees awarded	2,884 (2006)	3,171 (2007)	3,379 (2010)	Several initiatives have been implemented to improve degree completion, including closely tracking students with 90 SCH or more.
Degrees awarded in STEM, Health Sciences, and Education	1,609 (2006)	1,819 (2007)	1,952 (2010)	Emphasis on recruiting, advising, and identifying financial support for students in these key program areas has had a major impact on their success.
Number of degrees awarded to Hispanic students	1,986 (2006)	2,206 (2007)	2,487 (2010)	UTEP is committed to continuing to achieve enrollment demographics that mirror those of the Paso del Norte region, from which 82% of students originate.
Total Research Expenditures	\$41,933,182 (2006)	\$42,046,816 (2007)	\$55,000,000 (2010)	Increased research activity is a major element of UTEP's access and excellence strategy and, with aggressive annual increases, will enable us to reach our 2010 goal.

**UT El Paso
Compact for FY 09 – FY 10**

II. Update Strategic Initiatives from 2007 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Reduction in total number of credit hours required for undergraduate degrees towards the minimum required by state and accrediting agencies.	Reduction in total SCH accumulated by graduates	140 degree plans, only 11 were granted temporary exemption of the 120 SCH requirement.	100% compliance with 120 hr degree plans	This initiative will reduce the average SCH accumulated by graduates and the average time to complete a degree.
2. Completion and approval of proposals for new doctoral programs.	Successful approval & implementation	Teaching, Learning & Culture and Computational Science proposals pending approval. Preliminary authority granted for Public Administration and Physical Therapy; pending for Communication, Nursing Practice, Biomedical Engineering and Transnational Society, Culture and Politics	Submit 1 proposal; secure planning authority for 2	Two doctoral proposals reviewed by site visitors and forwarded to THECB for approval. Preliminary authority granted.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Improve college readiness and accelerate progress through first-year math and science	Increase enrollment in college level courses	The percent of full-time undergrads (FTUG) who enrolled in one or more developmental courses decreased from 52% in fall 04 to 38% in fall 07. The percent of FTUG who enrolled in college-level math in their first term increased from 24% in fall 04 to 47% in fall 07.	Increase number of graduates.	Continue implementation of college placement math testing and developmental interventions in high schools. Develop accelerated and hybrid first-year science courses. Expand peer tutoring model to additional first-year science courses.
2. Sustained annual increases in total number of applicants/enrollees in master's and doctoral programs.	Growth in graduate enrollment	There was a 3.5% increase in doctoral enrollment and a 4.4% increase in Master's enrollment. Master's and doctoral applications increased by 24% and 9%, respectively, from fall 2006 to fall 2007.	Steady growth, especially at doctoral level	Develop integrated enrollment management plan for graduate education.
3. Develop hybrid programs and courses	Increase enrollment in such courses.	This past year, 34 new hybrid and distance learning courses were added in focus areas of Nursing, Education, and Multidisciplinary studies to provide more flexibility for students.	Increase enrollment options	Work with academic deans to identify new courses and programs that can offer greater flexibility to students.

**UT El Paso
Compact for FY 09 – FY 10**

	Impact (Metrics)	Analysis	Goal	Next Steps
4. Redesign of academic and career advising to provide students with a comprehensive and accessible advising system.	Improve retention, graduation, student satisfaction	The findings from the Advising Task Force have led to organizational changes that will be implemented in June 2008. The findings also resulted in the development of new tools for advisors.	Improve students' progress to degree	Development of support materials (i.e. handbook), expansion of web based materials and advisor training opportunities.
5. Advance Centennial Campaign: complete leadership phase	Donations from at least 50% of top 40 prospects	150 donors were screened; follow-up strategies have been developed for 50 prospects. Twenty major gifts of at least \$10k or higher have been secured. Six leadership briefings held, 300 alumni interviewed, 60 personal interviews conducted.	Increase in major gifts	Finalize the campaign priorities and prepare case for support by Fall 2008. Develop solicitation materials for all colleges and units by January 2009. Execute on cultivation/solicitation plans to complete the Leaders' gifts by December 31st 2010.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. Expand, upgrade and enhance campus infrastructure.	Complete renovation and construction projects to accommodate growth and support research competitiveness, in adherence to timelines and cost estimates.	Advance campus infrastructure.	Complete construction of Biosciences Research Building, UTEP Bookstore, Men's and Women's Basketball Practice Facility, College of Health Sciences/School of Nursing building, Chemistry and Computer Science Building. Complete renovation and upgrading of core Science and Engineering Complex. Complete expansion of new student recreational facilities.
2. Identify and secure funding to support major research initiatives having special relevance for the future of the Paso del Norte region & promote the translation of research findings to implementation.	Growth in research funding to support regionally relevant research and increased recruitment and retention of competitive faculty in critical areas.	Advance research relevant to the region.	Expand research partnerships with regional educational institutions. Develop and support interdisciplinary UTEP teams to respond to strategic regional research issues.
3. Redefinition of entering students and UTEP's response to them.	Improvement in retention and completion rates	Adjust programs to meet student needs	Implement reorganization of University College and consolidation of Professional and Continuing Education.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

UTEP has added a new Associate Vice Provost for Enrollment Management. Under his leadership, the Enrollment Management Committee is refining and updating the enrollment management plan, which will include specific enrollment goals, strategies, resources required and financial implications.

b. Financial Management Plan

UTEP engages in significant financial planning, including the formal budget processes, the annual six year financial forecast, the development of compacts and strategic plan, and the tuition setting process. UTEP is currently in the process of implementing FuturePerfect, a financial modeling and scenario planning tool. This tool will enhance the University's forecasting capabilities and strengthen financial management and planning for the institution.

**UT El Paso
Compact for FY 09 – FY 10**

c. Information Security Plan

A campus-wide information security plan is currently being implemented based on the recommendations defined in the UT System security plan. This effort is being led by the UT System Chief Information Security Officer, Lewis Watkins.

V. System Contributions and Investments

a. Summary of investments:

	FY 05 and FY 06 cumulative awards	Impact (FY 05 and FY 06 cumulative)	FY 07 awards
Noncompetitive STARS Awards: Institutional Match:	\$2,193,000 --	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$1,570,559 \$3,584,867
Competitive STARS Awards: Institutional Match:	\$4,045,600 \$1,494,000	Sponsored external funding:..... \$38,946,629 Net return on investment: \$33,407,029 Patents issued: 1 Patents pending: 5 Scientific publications:..... 271 National awards:..... 6 Collaborations: 99 National scholarly board appointments:..... 2 International scholarly board appointments: ... 1 Sponsored graduate students:..... 146 Sponsored post-docs:..... 18	\$1,688,838 \$200,000

VI. Number of New Faculty Positions Projected to 2011

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	12	3	1	3	3	3	25
Medical/Health	6	-2	1	1	1	1	8
Total	18	1	2	4	4	4	33

VII. Status of Campus Strategic/Long-Range Plan

Two years of extensive planning activities have produced UTEP's 2008-2015 Strategic Plan. During this process, we revised our mission and vision, and restated our goals and objectives. There was extensive campus and community involvement in the planning process. We are currently developing materials for print and online publication and communication.

VIII. Campus Consultation to Develop Compact

The current Compact is consistent with the 2008-2015 Strategic Plan, and faculty, staff, students and the community were extensively involved in developing the plan. In addition, we worked with campus departments to identify and update initiatives that are in the current Compact.

UT El Paso
Compact for FY 09 – FY 10

IX. Budget

The University of Texas at El Paso
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget	
				Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 63,659,402	67,959,250	76,663,511	8,704,261	12.8%
Federal Sponsored Programs	62,611,976	51,948,450	54,290,191	2,341,741	4.5%
State Sponsored Programs	12,009,003	24,425,329	25,090,661	665,332	2.7%
Local and Private Sponsored Programs	4,052,772	480,147	512,322	32,175	6.7%
Net Sales and Services of Educational Activities	3,621,796	3,311,945	3,236,564	(75,381)	-2.3%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	27,628,337	26,178,821	20,674,105	(5,504,716)	-21.0%
Other Operating Revenues	317,352	60,000	60,000	-	0.0%
Total Operating Revenues	173,900,638	174,363,942	180,527,354	6,163,412	3.5%
Operating Expenses:					
Instruction	78,581,401	76,634,837	80,612,574	3,977,737	5.2%
Academic Support	13,143,716	14,406,573	17,414,481	3,007,908	20.9%
Research	33,091,229	31,158,250	32,705,366	1,547,116	5.0%
Public Service	8,701,312	8,730,849	9,880,763	1,149,914	13.2%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	19,446,280	24,887,453	26,184,139	1,296,686	5.2%
Student Services	12,344,609	12,263,282	14,742,416	2,479,134	20.2%
Operations and Maintenance of Plant	19,895,710	19,707,502	21,224,143	1,516,641	7.7%
Scholarships and Fellowships	26,091,052	22,823,059	27,316,922	4,493,863	19.7%
Auxiliary Enterprises	37,884,204	36,712,022	30,759,826	(5,952,196)	-16.2%
Depreciation and Amortization	11,880,023	13,486,069	14,438,131	952,062	7.1%
Total Operating Expenses	261,059,536	260,809,896	275,278,761	14,468,865	5.5%
Operating Surplus/Deficit	(87,158,898)	(86,445,954)	(94,751,407)	(8,305,453)	9.6%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	78,906,009	77,728,236	91,155,704	13,427,468	17.3%
Gifts in Support of Operations	7,466,212	5,870,592	6,590,584	719,992	12.3%
Net Investment Income	9,205,113	6,006,445	7,056,080	1,049,635	17.5%
Other Non-Operating Revenue	982,833	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	96,560,167	89,605,273	104,802,368	15,197,095	17.0%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(4,013,219)	(4,269,543)	(4,954,876)	(685,333)	16.1%
Total Transfers and Other	(4,013,219)	(4,269,543)	(4,954,876)	(685,333)	16.1%
Budget Margin	5,388,050	(1,110,224)	5,096,085	6,206,309	-559.0%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	8,181,837	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	5,908,999	3,264,000	5,900,000	2,636,000	80.8%
Additions to Permanent Endowments	933,494	1,224,000	1,206,000	(18,000)	-1.5%
Transfers for Debt Service - Principal	(5,884,972)	(6,108,972)	(13,559,104)	(7,450,132)	122.0%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	42,308,575	18,180,000	18,090,000	(90,000)	-0.5%
SRECNA Change in Net Assets	\$ 56,835,983	15,448,804	16,732,981	1,284,177	8.3%
Total Revenues and AUF Transfers	\$ 270,460,805	263,969,215	285,329,722	21,360,507	8.1%
Total Expenses (Including Transfers for Interest)	(265,072,755)	(265,079,439)	(280,233,637)	(15,154,198)	5.7%
Budget Margin	\$ 5,388,050	(1,110,224)	5,096,085	6,206,309	
Reconciliation to Use of Prior Year Balances					
Depreciation		13,486,069	14,438,131		
Capital Outlay		(5,372,577)	(3,181,382)		
Transfers for Debt Service - Principal		(6,108,972)	(13,559,104)		
Budgeted Transfers		251,000	(769,266)		
Use of Prior Year Balances		<u>1,145,296</u>	<u>2,024,464</u>		

**UT El Paso
Compact for FY 09 – FY 10**

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduates	12,955	13,642	14,384	15,085	15,901	16,296	16,793	17,026
Graduate/professional	2,269	2,578	2,848	3,457	3,017	2,961	3,049	3,129
Total enrollment	15,224	16,220	17,232	18,542	18,918	19,257	19,842	20,155
<i>yr of matriculation</i>		1999	2000	2001	2002	2003	2004	2005
1st year persistence		64.3%	64.6%	64.3%	68.7%	56.9%	67.9%	67.3%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate	2.1%	2.9%	2.5%	3.6%	4.5%	4.0%	3.9%	4.4%
5-year graduation rate	14.4%	14.8%	14.8%	16.0%	18.1%	16.7%	17.9%	
6-year graduation rate	25.1%	24.4%	25.6%	27.2%	29.4%	28.9%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	1,695	1,651	1,692	1,798	1,754	1,957	2,106	2,394
Master's degrees	419	449	466	578	660	772	744	735
Doctorate degrees	17	28	27	30	24	28	34	42
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	831	877	914	883	949	1,059	1,083	1,097
Administrative		377	374	327	303	292	292	222
Other, Non-Faculty		1,198	1,219	1,155	1,169	1,227	1,251	1,315
Student employees		1,672	1,772	1,638	1,815	1,882	2,016	1,990
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty	18 to 1	19 to 1	19 to 1	21 to 1	19 to 1	19 to 1	20 to 1	20 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research exp	\$22,972,030	\$22,872,682	\$19,796,441	\$17,022,000	\$22,232,318	\$23,961,812	\$26,821,331	\$27,094,552
State research exp	\$3,204,195	\$3,277,906	\$4,255,601	\$7,857,281	\$7,286,141	\$8,810,215	\$9,875,604	\$8,231,691
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$11,000	\$11,000	\$9,000	\$9,000	\$9,000	\$9,000	\$10,000	\$9,000
(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	8/31/2007
Endowment total value	\$112,029,000	\$105,946,000	\$96,135,000	\$107,008,000	\$117,563,000	\$132,056,000	\$141,534,000	\$157,974,000

UT Pan American Compact for FY 09 – FY 10

Mission: UTPA serves the higher education needs of a rapidly-growing, international, multicultural population in the South Texas Region. The University preserves, transmits, and creates knowledge to serve the cultural, civic, and economic advancement of the region and the state. The University provides students advanced instruction in academic programs offered through innovative delivery systems that lead to professional certification and baccalaureate, master's, and doctoral degrees. Through teaching, research, creative activity, and public service, UTPA prepares students for lifelong learning and leadership roles in the state, nation, and world community.

Top 5 Priorities for FY 09 – FY 10:

1. Improve 4-, 5-, and 6-year graduation rates.
2. Implement and refine UTPA's Southern Association of Colleges and Schools Quality Enhancement Plan (QEP): "Engaging Learning for Mexican American Students in Gatekeeper Mathematics Courses."
3. Improve organizational processes and structure.
4. Increase the value and number of research expenditures and doctoral programs.
5. Increase the number of science, technology, engineering, math, nursing and allied health graduates at all degree levels.

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)	64.4% (2001) 67.3% (2004)	72.1% (2005)	75% (2010)	Contributing factors: Academic Advising Center, college-based advisors, Learning Framework Course, improved online services for financial aid, online degree audit.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	7.8% (1998) 9.6% (2001)	13.2% (2002)	18% (2010) 26% (2015)	Contributing factors: concurrent enrollment, improved Supplemental Instruction, aggressive advising, better-prepared freshmen entering with recommended high school curriculum and more AP courses.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	24.6% (1996) 30.0% (1999)	32.4% (2000)	35% (2010) 53% (2015)	Contributing factors: concurrent enrollment, improved Supplemental Instruction, aggressive advising, better-prepared freshmen entering with recommended high school curriculum and more AP courses.
Pass rate of freshmen in gatekeeper mathematics course MATH 1334 (fall)	37.4% (2004) 46.9% (2005)	46.6% (2006) 51.4% (2007)	70% (2010)	It is too early to tell if the increase is a result of the QEP. It may be faculty awareness of the need to improve students' success rates in MATH courses and admission standards: 16 ACT for fall 2007.
Research expenditures per fiscal year (THECB report)	\$4.3M (2004) \$5.8M (2005)	\$6.8M (2006) \$7.2M (2007)	\$10M (2010)	Movement selectively toward a 3/3 teaching load allows faculty more time for research, the fruits of which will be seen in increases in this indicator.
Refereed co-authored state/regional, etc. papers/presentations by undergraduate students w/ faculty	31 (2006)	103 (2007)	150 (2010)	The intent of this metric is to measure UTPA's achievement of its vision to be "the premiere learner-centered research institution in the State of Texas."
Endowment	\$32M (1999)	\$58M (2006) \$67M (2007)	\$116M (2015)	This projected endowment market value for 2015 reflects an endowment growth rate of approximately 8% per annum.
5-year retention of tenure track faculty	58% of fall 2001 cohort was retained	59% of fall 2002 cohort was retained	73% of fall 2006 cohort will be retained	To reach the goal, the recruitment cycle has been modified, target salary offers are market and discipline sensitive, and a faculty development program is underway.

UT Pan American Compact for FY 09 – FY 10

II. Update Strategic Initiatives from 2007 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Phase in the three-course workload.	Research expenditures increase from \$6.8M FY2006	In FY2007, 333 of 477 fulltime tenured/tenure track faculty were on a 3/3 workload and engaged in research. FY07 research was \$7.2M.	\$10M in research expenditures by 2010	Banner is being implemented and will be the reporting mechanism to account for faculty workloads. Other systems are being explored to determine the best model to account for the increase in research effort.
2. Begin implementation of SunGuard SCT Banner, a major upgrade of and implementation for our student information system.	More efficient processes	Current student information system is not efficient and cannot be upgraded to meet needs.	System live and functional September 2008	Banner is on target to be fully implemented by September 2008. Additional "go live" dates for FY09 processing through Banner are: Admissions: October 15 Financial Aid: February 1 Advisement: March 31 Registration: April 7 Student Accounts: July 25
3. Build the academic infrastructure so that decisions are made at the most appropriate level.	Increased faculty participation in decision making	College councils created and functioning in all colleges. New faculty fellow appointed to assist with faculty affairs. Approval authorization has been delegated by the President to the most appropriate level.	Decisions made at most appropriate level.	Continuous evaluation is underway to determine areas needing further optimization.
4. Install Microsoft's new operating system, VISTA.	Functioning of new operating system.	Better security features, more comprehensive search capabilities, and friendlier user interface.	Determine feasibility of implementation by 2010.	Continue with Windows XP: no support for existing hardware devices/software through VISTA. Staff training in VISTA will continue. Will evaluate current technology environment as/if VISTA develops.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Implement the UTPAdvantage.	# of students from low income families that enter and graduate	Exceeded goal of 289 students in FY08 with 480 actual. Revised future goals upward as shown in next column.	675 FY09, 725 FY10 1-yr retention rate -- 75% 4yr graduation rate -- 20%	Effective FY09, the family income range increases from \$25K to \$30K. FAFSA deadline moves from March 1 to April 1.
2. Increase access to a wide variety of graduate programs that meet the needs of students, educational agencies, and business and industry.	The proportion of graduate SCH will increase from fall 2006 (7.3%)	The proportion of graduate SCH fell to 7.1% for fall 2007, but graduate recruiter was hired in spring 2008, and programs are in place to prepare students to take graduate admissions exams.	Graduate SCH will be 16% of total in fall 2015	UTPA is in the implementation stage for Master's in Physician Assistance; at the CB approval stage for PhD in Rehabilitation Counseling; at the final proposal development stage for PhD's in Manufacturing Engineering and Clinical Psychology; and preliminary planning stage for PhDs in Applied Mathematics, Engineering Sciences, and Clinical Psychology and MS in Health Science.

UT Pan American Compact for FY 09 – FY 10

	Impact (Metrics)	Analysis	Goal	Next Steps
3. Implement the Sophomore Academic Mentoring (SAM) Program in FY2008.	Increased retention of sophomores to juniors	Retention rate for entire fall 2004 EF cohort = 52.4% fall 2005 EF cohort = 58.2%	70% (2010)	In FY09, 75 mentors will be hired and assigned 15 protégés (sophomore students) with 1.8 to 2.5 GPAs, bringing the total number of mentors to 150, impacting 2,250 students.
4. Achieve an integrated marketing strategy.	Increased public awareness	2003 survey results showed 30% of Valley constituents had positive perception of UTPA, which increased to 36% in 2006.	42% positive perception 2009	With style guide in place, the draft integrated marketing plan is being reviewed for FY09 implementation. Next perception survey will commence September 2008; target date for completion of analysis is February 2009.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. Improve course completion rates. Rationale: Will improve time-to-degree and reduce impact of expected change in formula funding based on completed SCH. Strategy: Find causes, test and implement interventions.	Improve SCH completion at end of semester from 90.7% in FY06.	97.4% by 2015 (This is top state rate in FY06.)	Identify causes of and barriers to students' course completion; remove process barriers. Offer students incentives for course completion. Improve academic advising in this area.
2. Institutionalize the WIRED Project. Rationale: Rio Grande Valley needs a pipeline of skilled talent to support and retain existing and new advanced manufacturing employers. Strategy: Implement the Workforce Innovation in Regional Economic Development (WIRED) grant.	Educate 100 engineering students, complete 15 Rapid Response Manufacturing projects by 2010.	Establish Regional Response Manufacturing Center	Organize the development of the infrastructure network to foster technology-based entrepreneurial activities in the region.
3. Implement BorderPlex Collaboration with UTB, UTHSC-San Antonio, and UTHSC-Houston. Rationale: Nursing shortage and incidence of diabetes are critical in the Valley. Strategy: Find causes, test and implement interventions.	Decreased nursing shortage. Increased number of collaborative research efforts, especially diabetes-related research.	Improved health of Valley residents	Evaluate funded proposals for implementation, refine and define criteria for assessment of results, develop collaborative programs to include # of teaching faculty in nursing.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The Enrollment Management Council submitted a Strategic Enrollment Management (SEM) Plan 2007-2010 to UT System, consisting of seven parts: Access, Recruitment, Retention, Academic, Graduation, Financial, and an Integrated Marketing Plan. The SEM Plan complements the university's mission, vision, and goals while remaining sensitive to the university's geographic location. With recommendation from UT System, the plan will be evaluated each fall to determine feasibility or necessary changes, with special attention given to graduate student enrollment, student/faculty ratio, marketing, transfer student retention efforts, and the inclusion of cost estimates associated with given strategies.

UTPA has proposed a change in admission standards for fall 2009 to include class rank as an entrance requirement, along with the ACT test score requirement. In fall 2009, the ACT minimum requirement will increase from a 16 to a 17 composite.

UT Pan American Compact for FY 09 – FY 10

b. Financial Management Plan

UTPA is becoming more involved in facility construction and renewal projects to accommodate growing programs and address the space deficit that exists throughout the campus. Additionally, as our current buildings reach or surpass the end of their useful lives, deferred maintenance expenditures are expected to increase in comparison to previous years. With brick veneer failure of 11 buildings and new Tuition Revenue Bond initiatives, the fiscal profile of the University is shifting toward more debt financing. Diminishing balances are currently being utilized to fully stabilize the recently installed Oracle financials software and to implement the new Banner student system, which have cost the University millions of dollars over the past 6 years. As the institution faces the pressure to slow tuition and fee rates and our reserve balances are reduced from prior years to fund an increasing amount of expenditures, the utilization of debt has become progressively more important.

c. Information Security Plan

The UTPA IT Security Plan focuses on four areas: 1) A campus-wide IT security awareness program including email alerts, security posters, briefings, and website notices. 2) On-going training using courses from the System Administration, Information System Audit, and Control Assoc., and SANS, plus employee training provided by IT Security. Emphasis is placed on protecting personally identifiable information. 3) Oversight of ERP projects, server registration, penetration tests, removal of unencrypted external access, and security reviews for new systems and software introduced into the campus environment. 4) Upgrades of hardware and acquisition of systems providing the maximum protection for IT resources from both outside and internal attacks, including enterprise level SPAM filtering, a hardware firewall, a Network Access Control device enabling secure Virtual Private Network connections, and physical security using electronic locks on all common room doors providing an audit trail.

V. System Contributions and Investments

System contributions: Office of General Counsel, which only handles university-wide legal issues and suits referred by the President, has provided significant advice and counsel on these matters. The Government Relations Office provides assistance on legislative matters as well as advice on handling related situations and the University appreciates this valuable assistance and expertise.

As the state deliberates incentive funding, we will need System assistance to assure that UTPA's efforts are recognized. Given the new process for doctoral program approvals, we will need System guidance and support. UTPA anticipates the System's assistance with increasing the bandwidth to UTPA so that large amounts of data can be processed to meet research faculty demands. We also anticipate System assistance in marketing UTPA (telling our story) to other areas of the State and across the nation.

VI. Number of New Faculty Positions Projected to 2011

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06-FY 11
STEM	8	0	4	3	12	12	39
Medical/Health	3	0	0	2	4	4	13
College of Arts and Humanities	4	0	5	8	16	9	42
College of Business Administration	1	0	0	2	3	1	7
College of Education	5	0	0	2	11	8	26
College of Social and Behavioral Sciences	1	0	1	4	11	7	24
Total	22	0	10	21	57	41	151

Comments: No new positions in FY07 due to budget constraints. Budgetary constraints have also limited the number of new faculty positions in FY08 and FY09. STEM includes all of the College of Science and Engineering. Medical/Health includes all of the College of Health Sciences and Human Services.

UT Pan American Compact for FY 09 – FY 10

VII. Status of Campus Strategic/Long-Range Plan:

UTPA uses “Outcome Directed Planning” to develop simple maps in all units that display objectives/strategies supporting institutional goals. Hundreds of faculty and staff developed 112 long-range maps, unit annual action plans, and annual assessment reports. An annual Presidential retreat is held with 150 leaders to discuss planning progress. Implementation of TracDat™ software in spring 2008 will improve assessment, campus-wide plan alignment, and communication.

VIII. Campus Consultation to Develop Compact:

431 fulltime faculty and staff responded to Compact online survey. 82% rated the 26 elements as satisfactory or above. Seven recommendations for improvement from Stewardship Coordinating Council were included in final version by Executive Committee. Forty pages of written comments were shared with the President and Vice Presidents for process improvement.

UT Pan American Compact for FY 09 – FY 10

IX. Budget

The University of Texas - Pan American Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 36,807,901	43,625,369	51,427,516	7,802,147	17.9%
Federal Sponsored Programs	47,744,047	50,168,326	48,657,028	(1,511,298)	-3.0%
State Sponsored Programs	17,817,203	15,729,380	17,866,883	2,137,503	13.6%
Local and Private Sponsored Programs	3,021,257	1,726,638	2,072,668	346,030	20.0%
Net Sales and Services of Educational Activities	6,168,103	5,257,502	5,512,521	255,019	4.9%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	4,325,219	5,556,759	5,550,507	(6,252)	-0.1%
Other Operating Revenues	1,570,475	207,076	247,457	40,381	19.5%
Total Operating Revenues	117,454,205	122,271,050	131,334,580	9,063,530	7.4%
Operating Expenses:					
Instruction	71,840,322	79,465,079	80,201,893	736,814	0.9%
Academic Support	12,095,906	12,736,650	13,772,131	1,035,481	8.1%
Research	5,332,421	4,001,797	6,370,594	2,368,797	59.2%
Public Service	7,700,219	7,505,735	9,125,811	1,620,076	21.6%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	15,723,421	18,093,575	22,607,036	4,513,461	24.9%
Student Services	14,168,120	12,577,677	13,238,556	660,879	5.3%
Operations and Maintenance of Plant	12,164,148	15,657,962	17,116,243	1,458,281	9.3%
Scholarships and Fellowships	29,310,696	27,613,280	30,830,650	3,217,370	11.7%
Auxiliary Enterprises	10,865,719	12,323,564	14,561,235	2,237,671	18.2%
Depreciation and Amortization	14,320,610	13,295,875	16,981,716	3,685,841	27.7%
Total Operating Expenses	193,521,582	203,271,194	224,805,865	21,534,671	10.6%
Operating Surplus/Deficit	(76,067,377)	(81,000,144)	(93,471,285)	(12,471,141)	15.4%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	74,370,186	75,219,358	86,540,204	11,320,846	15.1%
Gifts in Support of Operations	1,405,630	1,707,323	1,619,992	(87,331)	-5.1%
Net Investment Income	1,941,874	1,519,900	1,780,800	260,900	17.2%
Other Non-Operating Revenue	3,082	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	77,720,772	78,446,581	89,940,996	11,494,415	14.7%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(2,376,713)	(4,472,514)	(4,414,687)	57,827	-1.3%
Total Transfers and Other	(2,376,713)	(4,472,514)	(4,414,687)	57,827	-1.3%
Budget Margin	(723,318)	(7,026,077)	(7,944,976)	(918,899)	13.1%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	3,417,712	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	275,190	175,000	150,000	(25,000)	-14.3%
Additions to Permanent Endowments	432,727	100,000	400,000	300,000	300.0%
Transfers for Debt Service - Principal	(4,208,822)	(4,011,681)	(7,920,717)	(3,909,036)	97.4%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	27,934,311	1,601,976	8,800,830	7,198,854	449.4%
SRECNA Change in Net Assets	\$ 27,127,800	(9,160,782)	(6,514,863)	2,645,919	-28.9%
Total Revenues and AUF Transfers	\$ 195,174,977	200,717,631	221,275,576	20,557,945	10.2%
Total Expenses (Including Transfers for Interest)	(195,898,295)	(207,743,708)	(229,220,552)	(21,476,844)	10.3%
Budget Margin	\$ (723,318)	(7,026,077)	(7,944,976)	(918,899)	
Reconciliation to Use of Prior Year Balances					
Depreciation		13,295,875	16,981,716		
Capital Outlay		(8,255,338)	(8,897,200)		
Transfers for Debt Service - Principal		(4,011,681)	(7,920,717)		
Budgeted Transfers		(514,806)	(792,055)		
Use of Prior Year Balances		(6,512,027)	(8,573,232)		

UT Pan American Compact for FY 09 – FY 10

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate headcount	11,186	11,971	12,509	13,870	14,788	14,942	15,076	15,187
Graduate/professional headcount	1,574	1,669	1,883	2,045	2,242	2,106	2,261	2,248
Total enrollment	12,760	13,640	14,392	15,915	17,030	17,048	17,337	17,435
<i>yr of matriculation</i>		1999	2000	2001	2002	2003	2004	2005
1st year persistence		60.0%	61.0%	64.4%	66.3%	66.0%	67.3%	72.1%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate	5.3%	5.9%	6.2%	7.8%	8.4%	10.2%	9.6%	13.2%
5-year graduation rate	15.3%	15.8%	17.7%	18.0%	21.5%	23.2%	22.9%	
6-year graduation rate	22.9%	24.6%	26.2%	26.7%	30.0%	32.4%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees granted	1,340	1,431	1,597	1,634	1,894	1,987	2,287	2,409
Master's degrees	412	359	430	379	489	525	580	608
Doctorate degrees	7	8	10	8	11	12	4	10
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	645	592	645	697	742	771	792	790
Administrative		76	84	82	80	89	108	121
Other, Non-Faculty		1,521	1,366	1,434	1,453	1,495	1,727	1,899
Student employees		601	780	812	660	715	687	638
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty ratio	20 to 1	21 to 1	21 to 1	21 to 1	21 to 1	20 to 1	24 to 1	26 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research expenditures	\$1,149,325	\$1,324,426	\$1,394,780	\$1,895,223	\$2,666,191	\$3,770,457	\$4,237,445	\$4,182,243
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$9,000	\$10,000	\$8,000	\$8,000	\$8,000	\$7,000	\$8,000	\$7,000
(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	8/31/2007
Endowment total value	\$35,188,000	\$35,193,000	\$32,032,000	\$35,493,000	\$50,749,000	\$54,310,000	\$58,568,000	\$67,204,000

UT Permian Basin Compact for FY 09 – FY 10

Mission: The mission of The University of Texas of the Permian Basin is to provide quality education to all qualified students in a supportive educational environment; to promote excellence in teaching, research, and service; and to serve as a resource for the intellectual, social, economic, and technological advancement of the diverse constituency in Texas and the region.

Top 5 Priorities for FY 09 – FY 10:

1. Growth in enrollments.
2. Increased retention and graduation rates.
3. Enhanced recognition of quality.
4. Increased sponsored projects.
5. Building long and successful partnerships.

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)	57.3% (2004)	61.7% (2007)	75%	UTPB increases activities each year to increase retention. In fall, 2007 it implemented its 2007 Retention Action Plan
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	15.2% (1997) 16.0% (2000) 21.8% (2001)	17.0% (2003)	18% (2010) 26% (2015)	The growth in graduation rates generally reflects development of a more full-time student body and the growth of student support programs.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	24.0% (1995) 31.3% (1998) 35.1% (1999)	33.9% (2001)	40% (2010) 54% (2015)	New housing and recruiting are resulting in a growing full-time student body. UTPB revised its admissions criteria for 2009 and beyond. University implementing strategic enrollment plan retention efforts.
Enrollment growth	55% in last six years 1.7% (2006)	3.1% (2007)	5,000 headcount by 2012, 7,000 by 2018.	Growth is essential for the long-run viability of the institution. Low regional unemployment rate is slowing growth. University implementing strategic enrollment plan.
Increased sponsored projects	\$1.8 million (2003) \$3.4 million (2006)	\$4.1 million (2007)	\$4.0 million (2010)	The \$4.0 million target for 2010 is the recommendation of the Washington Advisory Group
Art, education, and social work accreditation	Association to Advance Collegiate Schools of Business International Accreditation in business (2005)	Accreditation earned from the National Association of Schools of Art and Design, National Council for Accreditation of Teacher Education, and Council on Social Work Education	SACS review in 2010	New degree programs are now working on specialized accreditation. These include computer science and the new programs—public administration, industrial technology, and athletic training.
Successful Performing Arts Center (PAC) Capital Campaign; moving to design and construction	State funding approved in 2006	Programming is complete, Project is now in design stage	Successful PAC community partnership	The Wagner-Noel Performing Arts Center is a great opportunity for UTPB to partner with Midland and Odessa to create a regional arts center.

**UT Permian Basin
Compact for FY 09 – FY 10**

Indicator	Past	Current	Goal	Explanation
Satisfactory Financial Rating	On Watch (2007)	On Watch (2008)	Satisfactory Rating	The University is implementing recommendations of the UT System consultant

II. Update Strategic Initiatives from 2006 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. The first four specialized accreditations have been earned	Increased recognition of quality	While new programs will seek their specialized accreditations this process will take two to five years	Improved recognition of UTPB quality	UTPB is on the survey for the U.S. News & World Report business school rankings for the first time. Similar recognition will come with the new accreditations. Initiative from an earlier Compact.
2. New admissions standards approved	Should increase retention & graduation rates	New admissions standards were approved by the Board of Regents for implementation starting in fall, 2009	Graduation rates of 40% (2010) 54% (2015)	The admissions review was successful. The improvement in graduation rates will be measured in 2010 and 2015.
3. Sponsored Projects reached \$4.1 million	Increased research and funded programs	A number of changes were made in UTPB's support for and expectations for research as a result of the WAG Recommendations	\$4.0 Million in sponsored programs by 2010.	The changes recommended by the WAG seem to have been successful. UTPB will now build on this success to expand its sponsored programs. Initiative from an earlier Compact.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Enrollment growth	2.3% SCH growth over FY 06	This is less than target. The high employment rate in the region seems to be a major factor	5.5%	UTPB will expand its recruiting outside the Permian Basin as it continues to develop programs for regional students
2. Graduation and retention rates	6-year graduation rates: 37% (2000) Retention rate: 60.1% (2006)	Graduation rates were up slightly. Retention rates were flat or improved slightly.	6-year graduation rates of 40% (2010) 53% (2015)	UTPB is implementing its admissions standards approved for 2009 and working to build STEM majors.
3. STEM program development	Increase STEM graduates & increased average formula funding per SCH	UT Permian Basin has received preliminary authority from the Board of Regents and Texas Higher Education Coordinating Board for degrees in Chemical, Mechanical, and Electrical Engineering. STEM-related program grants have increased.	Implement the 3 degree programs. Reach 350 majors in the programs by 2015	UTPB will work to obtain full degree authority from UT System and the Coordinating Board. UTPB will continue to work to get STEM program support grants.
4. Wagner-Noel Performing Arts Center	Completion of a major community partnership	The performing arts center is a major partnership for UTPB	Opening in 2011	Design and construction

**UT Permian Basin
Compact for FY 09 – FY 10**

	Impact (Metrics)	Analysis	Goal	Next Steps
5. Fiscal Management Plan	Increased reserves; improved financial ratios	UTPB's financial rating is currently "on watch." It must return to a sound rating.	Strong financial position and satisfactory rating	UTPB has implemented stronger financial controls and improved budgeting techniques. It is working to develop new revenue sources.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 07-08, 08-09
1. Creation of a College of Engineering and Energy Sciences	Creation of engineering programs Engineering majors to reach 300 by 2014 Increase in STEM graduates outside of engineering	Increased STEM Graduates	Preliminary authority gained in 07-08 Seek program authority in 08-09 Possible start-up in 09-10
2. P-16 Initiatives	Improved college readiness of high school graduates in the region	Improved student success by West Texas high school students	West Texas Regional P-16 Council formed under UTPB leadership 07-08 UTPB active in vertical alignment teams 07-08 Summer bridge program with ECISD formed
3. Faculty & Staff Recruitment and Retention	Reduced turnover in staff and faculty positions Higher quality faculty and staff	Reduced turnover	Market based salary adjustments were made in 07-08. Similar adjustments in a limited area are planned for 08-09

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets.

An updated enrollment management plan was submitted to the UT System in January 2008. The goal is to reach 5,000 headcount enrollment by 2013 and 7,000 by 2017.

b. Financial Management Plan

The fiscal management goals and priorities for UT Permian Basin are to achieve a sound financial rating from The University of Texas System and the Board of Regents. In addition the campus will manage its budget in a manner that allows for a competitive staff compensation plan for both faculty and staff positions in an effort to reduce unwanted employee turnover and to insure the ability to attract applicants for all positions.

Specifically the University will target a UT System financial condition margin of 1% for the next year including accounting for depreciation as required in the margin calculation. The campus will target an addition to its cash reserves of at least \$2 million and will strive for the UT System goal of two months expense coverage in its reserve calculation. During the year the campus will also work with UT Austin in the development of a Data Warehouse that will significantly expand the access to financial information and the ability to answer financial questions. By year end, training of prospective users of the Data Warehouse will begin.

c. Information Security Plan

The UTPB Information Security Program continues to mature. The program is currently involved with three major areas of development; policy/plan revision, infrastructure improvement, and staffing. Efforts are underway to establish formal program budgets as well as formalized action, training and monitoring plans. Infrastructure improvements include upgrades to network monitoring and intrusion detection equipment as well as replacement of edge connectivity equipment to enhance network security. Efforts to fully staff the Information Security Program are continuing. Local job market conditions are making the staffing effort particularly difficult.

**UT Permian Basin
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V. System Contributions and Investments

	\$ Amount, FY 05	\$ Amount, FY 07	Description / Metrics of Impact
Noncompetitive STARS Awards	\$667,429	\$321,248	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.
Institutional Match	--	\$35,800	

VI. Number of New Faculty Positions Projected to 2011

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	1	2	2	1	6	6	18
Medical/Health	1	1	1	0	0	2	5
Humanities and fine arts	1	0	1	0	1	1	4
Social sciences & history	0	0	1	0	0	0	1
Business	1	0	0	0	0	1	2
Education	2	0	1	2	0	2	7
Biology & other sciences	1	0	0	0	0	0	1
Total	7	3	6	3	7	12	38

VII. Status of Campus Strategic/Long-Range Plan: The institution has recommendations from the Group of Thirty on the higher education needs of the region. The Budget and Planning Committee has completed its review of national and state factors impacting the strategic plan and looked at the issues of strategic alignment. The Committee has also developed the strategic initiatives and completed the draft strategic plan document. The plan is being reviewed by the University community.

VIII. Campus Consultation to Develop Compact: This compact is a revision of the compact developed and adopted in the 2008-2010 academic year. The revision was drafted by the budget and planning committee that has representatives from the administration, faculty, staff, and student government. The draft was shared by e-mail with all faculty and staff and the student government leadership. It was formally approved by the Administrative Council and the executive staff.

UT Permian Basin Compact for FY 09 – FY 10

IX. Budget

The University of Texas of the Permian Basin Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget	
				Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 8,754,588	10,018,192	10,527,152	508,960	5.1%
Federal Sponsored Programs	5,125,667	6,083,918	6,739,340	655,422	10.8%
State Sponsored Programs	502,695	663,520	663,520	-	0.0%
Local and Private Sponsored Programs	43,185	75,000	75,000	-	0.0%
Net Sales and Services of Educational Activities	392,183	275,569	370,372	94,803	34.4%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	1,659,892	1,817,880	2,429,177	611,297	33.6%
Other Operating Revenues	292,447	2,000	2,000	-	0.0%
Total Operating Revenues	16,770,657	18,936,079	20,806,561	1,870,482	9.9%
Operating Expenses:					
Instruction	11,157,749	11,632,873	12,754,770	1,121,897	9.6%
Academic Support	5,480,102	4,752,464	5,523,556	771,092	16.2%
Research	2,282,425	4,111,899	3,091,089	(1,020,810)	-24.8%
Public Service	1,294,629	1,466,239	1,538,300	72,061	4.9%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	3,567,139	3,010,956	3,517,056	506,100	16.8%
Student Services	1,321,652	1,668,646	2,002,334	333,688	20.0%
Operations and Maintenance of Plant	3,838,718	3,845,819	4,557,059	711,240	18.5%
Scholarships and Fellowships	3,886,596	2,725,621	3,875,346	1,149,725	42.2%
Auxiliary Enterprises	2,453,289	2,398,374	2,414,202	15,828	0.7%
Depreciation and Amortization	3,347,735	2,985,674	3,650,000	664,326	22.3%
Total Operating Expenses	38,630,034	38,598,565	42,923,712	4,325,147	11.2%
Operating Surplus/Deficit	(21,859,377)	(19,662,486)	(22,117,151)	(2,454,665)	12.5%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	17,043,186	17,208,512	31,605,947	14,397,435	83.7%
Gifts in Support of Operations	3,669,757	444,435	994,435	550,000	123.8%
Net Investment Income	1,187,933	876,219	1,455,392	579,173	66.1%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	21,900,876	18,529,166	34,055,774	15,526,608	83.8%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(1,748,774)	(1,696,271)	(1,898,169)	(201,898)	11.9%
Total Transfers and Other	(1,748,774)	(1,696,271)	(1,898,169)	(201,898)	11.9%
Budget Margin	(1,707,275)	(2,829,591)	10,040,454	12,870,045	-454.8%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./Dec. in Fair Value of Investments	1,111,102	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	767,470	100,000	100,000	-	0.0%
Additions to Permanent Endowments	277,752	200,000	400,000	200,000	100.0%
Transfers for Debt Service - Principal	(1,169,812)	(1,242,114)	(9,976,671)	(8,734,557)	703.2%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	1,685,836	6,500,000	2,000,000	(4,500,000)	-69.2%
SRECNA Change in Net Assets	\$ 965,073	2,728,295	2,563,783	(164,512)	-6.0%
Total Revenues and AUF Transfers	\$ 38,671,533	37,465,245	54,862,335	17,397,090	46.4%
Total Expenses (Including Transfers for Interest)	(40,378,808)	(40,294,836)	(44,821,881)	(4,527,045)	11.2%
Budget Margin	\$ (1,707,275)	(2,829,591)	10,040,454	12,870,045	
Reconciliation to Use of Prior Year Balances					
Depreciation		2,985,674	3,650,000		
Capital Outlay		(262,076)	(201,195)		
Transfers for Debt Service - Principal		(1,242,114)	(9,976,671)		
Budgeted Transfers		(25,000)	-		
Use of Prior Year Balances		(1,373,107)	3,512,588		

**UT Permian Basin
Compact for FY 09 – FY 10**

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate	1,979	2,077	2,292	2,638	2,923	2,933	3,000	3,070
Graduate/professional	293	332	380	390	368	473	462	489
Total enrollment	2,272	2,409	2,672	3,028	3,291	3,406	3,462	3,559
<i>yr of matriculation</i>		1999	2000	2001	2002	2003	2004	2005
1st year persistence		64.9%	55.6%	61.2%	65.6%	67.8%	57.3%	57.0%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate	10.0%	9.3%	15.2%	17.0%	15.5%	16.0%	21.8%	14.2%
5-year graduation rate	20.0%	19.5%	25.9%	26.8%	32.0%	25.7%	28.5%	
6-year graduation rate	24.0%	23.2%	29.5%	31.3%	35.1%	29.2%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	334	329	417	345	443	437	485	508
Master's degrees	92	87	68	101	109	127	127	120
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	143	138	154	186	204	209	223	222
Administrative		37	37	37	36	42	43	40
Other, Non-Faculty		146	160	167	179	189	176	184
Student employees		165	201	210	260	229	239	250
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty	17 to 1	17 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	2007
Federal research exp	\$233,075	\$147,629	\$138,194	\$166,777	\$1,215,420	\$360,016	\$348,266	\$147,220
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$14,000	\$14,000	\$13,000	\$11,000	\$10,000	\$10,000	\$11,000	\$9,000
(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	8/31/2007
Endowment total value	\$12,043,000	\$10,818,000	\$9,653,000	\$10,582,000	\$13,147,000	\$15,250,000	\$16,747,000	\$18,814,000

UT San Antonio Compact for FY 09 – FY 10

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 09 – FY 10:

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

I. Performance Summary Table and Analysis

Indicator	Past	Current	Goal	Explanation
Persistence Rates – First-year persistence rates for first-time, full-time degree-seeking undergraduates (cohort)	60.0% (2001) 57.5% (2004)	64.5% (2005)	73% (2007) 75% (2008) 78% (2009)	Without CAP students: 64.7%, 2004; 65.3%, 2005. Modified provisional student program and orientation; increased supplemental instruction; goals are significant challenge as Enrollment Management Plan in initial stages.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	6.3% (1998) 6.8% (2001)	7.7% (2002)	11% (2003) 13% (2004) 26% (2009)	UTSA is gradually increasing admissions standards and this should lead to improved graduation rates; # of degrees awarded increased 37% from AY 02 to AY07 (3,318 to 4,537): Undergrad 36%; Master's 34%; PhDs 860%
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	25.5% (1996) 29.7% (1999)	28.1% (2000)	34% (2001) 36% (2002) 53% (2009)	Efforts under way to enhance advising, student success programs, and increase financial aid. Anticipate Enrollment Management Plan implementation, other efforts to have significant effect on 6-yr rate.
Total Enrollment	27,291 (2005) 28,379 (2006)	28,533 (2007)	29,104 (2008) 29,685 (2009)	Since 2002, enrollment has increased .5-12% per year, and has grown a total of 29.6% during the 6-year period. The goals reflect a 2% growth rate per year.
Net Assignable Square Footage Deficit	-577,324 (2005) -811,809 (2006)	-745,671 (2007)	State average by 2016	Increase housing, food services; based on THECB Model, UTSA has largest space deficit in state, leads state in classroom utilization, has least classroom space per FTE student in System.
Number of New Tenured/Tenure Track Faculty (Positions)	50 (2006) 28 (2007)	30 (net) (2008)	20 (2009) 20 (2010)	Increase in total T/TT faculty is critical to becoming a premier research university and providing an excellent education for our students; lack of office/lab space impacts ability to grow.
Total Annual Research Expenditures (Millions)	\$32.3 (FY 2006)	\$32.3 (FY 2007)	\$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.
Number of Doctoral Degrees Awarded	13 (AY05) 29 (AY06)	48 (AY 2007)	58 (2008) 70 (2009) 90 (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.

**UT San Antonio
Compact for FY 09 – FY 10**

II. Update Strategic Initiatives from 2007 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Strengthen opportunities for student involvement in campus life	# Students participating in facilities, programs	University Center expansion completed; provide space for student leadership, cultural programs, 600-seat ballroom, shared conference and meeting rooms, study areas, and student lounge space; new parking garage; additional residence halls	Enrich educational experience for student success	Improved quality of life, easing parking increases likelihood of students spending more time on campus, identifying w/college cultural goals. More co-curricular activities, ongoing programs - advisory councils providing new leadership and programming opportunities; with 3,700 beds on campus, able to enhance residential life programs; expansion of sports facility increases club sports, outdoor pursuits
2. Evaluation of undergraduate programs to identify opportunities for improvement	Follow up on recommendations of Blue Ribbon Committee	Blue Ribbon Committee developed recommendations for revision of the undergraduate curriculum and improvement of undergraduate experience	Improve student success, retention and graduation	Identified knowledge, skills every undergraduate should have upon graduation, made recommendations for changes to undergraduate curriculum that will help our students achieve these knowledge and skills, and formulated proposals for transformations to enhance quality of overall educational experience of UTSA undergraduates
3. Establish infrastructure for sponsored programs	Research exp; research exp/FTE faculty # grants/FTE faculty	External review showed need to recruit experienced leader in administration of research	Become a premier research university	Hired experienced, nationally recognized leader as Senior Assoc. VP for Research
4. Increase research faculty and productivity	Quality/quantity of research center productivity	Build research capacity in key collaborative areas of excellence identified in strategic plan (FY 08-09 Ongoing Initiative#4 Next Step)	Become a premier research university	Research centers evaluation resulted in reorganization of centers, new policies for creating and evaluating centers, monthly meetings of center directors
5. Increase research faculty and productivity	# colleges and faculty involved; # collaborative grants/awards	Build research capacity in key collaborative areas of excellence in strategic plan (FY 08-09 Ongoing Initiative #4 Next Step)	Become a premier research university	Established multidisciplinary Institute for Cyber Security-unique opportunities for collaborations with military, business, government, etc.; secured approx. \$4.5M; recruited world-class leadership in cyber security; secured MURI grant

**UT San Antonio
Compact for FY 09 – FY 10**

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Establish intellectual excellence in graduate studies	Ph.D. program statistics; # research partnerships	Develop strengths in engineering, sciences, minority education. New PhDs in Mechanical Eng, IDS Teaching and Learning, and Psychology under review at THECB; PhD enrollment: 424, fall 06; 450 fall 07 (6% increase; PhDs awarded: 29, AY 06; 48 AY 07 (66% increase); expand research collaborations: UTHSCSA, Southwest Research Institute, military, SFBR.	Become a premier research university	Continue to develop and submit PhD programs in key areas. Continue to identify best collaborative opportunities and jointly recruit top researchers; expand collaborative research programs between colleges and external partners; new engineering building in '09; add faculty in engineering, sciences and minority ed; Secure funding for SALSU, a Secured Research Facility, Energy (ICARE) and develop strategy for NBAF, Nanomedicine and Health Disparities
2. Improve retention and graduation rates: revision of core curriculum to promote student success; implementation of new admissions criteria	Increased retention and graduation rates	Grad initiatives: 72 of 78 stop out seniors grad in 6 yrs; 10% increase-rising sophomore registration; enhanced advising; Core curric. committee appointed-key criteria identified; BOR approved admission standards; community college partnerships established; Fin. Aid: \$181M to date, scholarships \$10M	Enrich educational experience for student success; affordability	Reach more stop-out seniors; hire 16 new advisors; semester-by-semester degree plans prior to 45 hrs; pre-graduation audits prior to 90 hours; move up graduation application 1 semester; Revise core curriculum; Begin new admission standards Fall 08; Increase fin. aid \$191M FY 10; \$201M FY 11; increase scholarships \$500K per year
3. Develop, implement faculty, staff hiring to support 5 strategic areas of collaborative excellence	# research programs; # faculty hires; % increase in research expenditures;	Faculty recruitment to develop strengths in eng., sci., minority educ. 5 collaborative areas of excellence: recruit world-class leaders, develop partnerships, increase funding & international recognition	Become a premier research university	2008: hire established researchers in 5 areas; identify collaborative niches; expand collaborative research between colleges & external partners; 2009: complete new engineering bldg; sign MOUs w/new partners; 2010: recruit national academy level leaders in 5 areas (incl. joint efforts)
4 Develop transparent, collaborative system to maximize utilization of funds in alignment with strategic plan; improve processes to enhance efficiency, productivity	Increased funding to strategic initiatives, goals	2007-2008, 2008-2009 funding allocated to strategic plan initiatives; importance of process as well as funding issues recognized	Funding and budgeting aligned with strategic plan	Reallocate resources as appropriate & develop new funding sources to meet strategic needs; map processes; align Master Plan with strategic plan; monitor allocations, report results to university community
5. Increase investment in our service area to strengthen the communities we serve	Economic, social impact of UTSA	Benefit over 200,000 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	Initiated UTSA Outreach Council in 2007, to better coordinate public services aligned with 2016 Strategic Plan Building public services access web interface in 2008 *Services to 225,975 in 2007

**UT San Antonio
Compact for FY 09 – FY 10**

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. Balance curriculum, implement graduation initiative to better prepare graduates	Increase retention and graduation rates; placement in grad school	Enrich educational experience for student success	08-09 through 09-10: Revise core curriculum per Blue Ribbon Committee recommendations; partner with major student employers; 09: "Money Matters" Services to begin; students attend presentation or a counseling session at the service to improve ability to set their time and money priorities
2. Strengthen overall development through capital campaign program to create a sustainable source of private philanthropy to support UTSA's strategic plan; plan UTSA's first comprehensive campaign.	2011 (3 yr campaign targets): increase total contributions to \$55 M; private annual support to \$16 M; alumni membership to 3,500; active alums 3,000; establish baseline reputation with business leaders	Expand resources and infrastructure	Strengthen infrastructure of development office; strengthen communication area; create measurable objectives for advancement officers designed to enhance productivity
3. Improve Athletics program to enhance student experience and to strengthen ties to alumni and the community through both programs and services.	Development of competitive Athletic Complex; add football program; increase public and private support for student scholarships and operations.	Enrich educational experience for student success	Initiate fundraising campaign; begin processes for creation of the Athletic Complex and, if appropriate, begin processes for implementing a football program; newly developed Athletic Business Plan will guide implementation.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

UTSA's enrollment management (EM) plan, a component of The University of Texas at San Antonio, Strategic Plan, UTSA 2016, targets overall enrollment at 32,875 by the year 2016. The EM plan targets the proportions of undergraduate and graduate enrollment at 86% and 14% respectively. Strategies include recently raised freshman admission criteria, enrollment partnerships with community colleges to foster subsequent enrollment of qualified transfer students initially denied freshman admission to UTSA, and enhanced financial support of undergraduate students. Next steps in the development of the EM plan include the study of transfer and graduate student admission criteria and financial support. Study results will inform on-going enhancement of the EM plan and its implementation.

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 tied to strategic planning and a financial assessment program to review divisional/departmental budget-to-actual data, perform variance analysis and evaluate various key indicators. Improving our financial reporting data as well as access to such management information regarding departmental budgets and uses, are critical requirements towards executing this plan.

**UT San Antonio
Compact for FY 09 – FY 10**

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

a. Summary of investments: (to be filled in by UT System)

VI. Number of New Faculty Positions Projected to 2011

FIELD	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	24	8	20	7	7	7	73
Architecture	0	3	3	1	1	1	9
Business	4	8	5	2	2	2	23
Education/Human Development	12	2	14	3	3	3	37
Honors	0	0	0	0	0	0	0
Liberal/Fine Arts	8	4	17	6	6	6	47
Public Policy	2	3	5	1	1	1	13
Total	50	28	64	20	20	20	202

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

VII. Status of Campus Strategic/Long-Range Plan: Team 2016 was established to develop and monitor an implementation plan for A Shared Vision UTSA 2016 (the university strategic plan). Vice presidential divisions and colleges developed and aligned unit plans with the University plan. Project Innovation identified elements of the plan that would most benefit from direct Presidential involvement. Implementation planning is in progress. The Office of the Provost and Vice President for Academic Affairs provides administrative oversight. <http://www.utsa.edu/ir/StrategicPlanning/UTSA%20Strategic%20Plan%202007%20-%202016%20FINAL.pdf>

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

UT San Antonio
Compact for FY 09 – FY 10

IX. Budget

The University of Texas at San Antonio
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 118,624,586	133,506,715	148,687,524	15,180,809	11.4%
Federal Sponsored Programs	60,454,600	59,429,095	62,832,893	3,403,798	5.7%
State Sponsored Programs	10,945,134	9,037,494	9,551,112	513,618	5.7%
Local and Private Sponsored Programs	1,837,581	2,240,283	2,269,590	29,307	1.3%
Net Sales and Services of Educational Activities	6,045,982	5,567,269	5,446,214	(121,055)	-2.2%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	14,234,457	13,763,890	16,880,811	3,116,921	22.6%
Other Operating Revenues	3,229,591	2,226,846	1,801,475	(425,371)	-19.1%
Total Operating Revenues	215,371,931	225,771,592	247,469,619	21,698,027	9.6%
Operating Expenses:					
Instruction	91,524,606	104,558,699	110,459,363	5,900,664	5.6%
Academic Support	21,660,051	20,879,488	29,353,123	8,473,635	40.6%
Research	24,086,411	23,491,587	29,218,431	5,726,844	24.4%
Public Service	15,495,072	15,124,987	16,509,105	1,384,118	9.2%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	33,223,644	35,057,811	41,474,158	6,416,347	18.3%
Student Services	22,396,373	24,870,274	28,408,783	3,538,509	14.2%
Operations and Maintenance of Plant	28,448,615	33,179,746	34,606,950	1,427,204	4.3%
Scholarships and Fellowships	20,544,226	21,725,196	23,241,888	1,516,692	7.0%
Auxiliary Enterprises	15,831,054	18,605,342	22,579,373	3,974,031	21.4%
Depreciation and Amortization	20,600,576	24,283,933	28,640,312	4,356,379	17.9%
Total Operating Expenses	293,810,628	321,777,063	364,491,486	42,714,423	13.3%
Operating Surplus/Deficit	(78,438,697)	(96,005,471)	(117,021,867)	(21,016,396)	21.9%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	97,128,561	97,881,313	114,648,154	16,766,841	17.1%
Gifts in Support of Operations	3,538,913	3,425,804	3,387,134	(38,670)	-1.1%
Net Investment Income	6,139,705	3,481,760	5,686,441	2,204,681	63.3%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	106,807,179	104,788,877	123,721,729	18,932,852	18.1%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(10,181,869)	(12,695,391)	(13,104,694)	(409,303)	3.2%
Total Transfers and Other	(10,181,869)	(12,695,391)	(13,104,694)	(409,303)	3.2%
Budget Margin	18,186,613	(3,911,985)	(6,404,832)	(2,492,847)	63.7%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	4,116,397	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	561,333	-	-	-	-
Additions to Permanent Endowments	4,946,253	3,391,436	3,500,000	108,564	3.2%
Transfers for Debt Service - Principal	(6,438,627)	(9,362,910)	(15,286,634)	(5,923,724)	63.3%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	47,357,013	14,015,099	8,100,000	(5,915,099)	-42.2%
SRECNA Change in Net Assets	\$ 68,728,982	4,131,640	(10,091,466)	(14,223,106)	-344.2%
Total Revenues and AUF Transfers	\$ 322,179,110	330,560,469	371,191,348	40,630,879	12.3%
Total Expenses (Including Transfers for Interest)	(303,992,497)	(334,472,454)	(377,596,180)	(43,123,726)	12.9%
Budget Margin	\$ 18,186,613	(3,911,985)	(6,404,832)	(2,492,847)	
Reconciliation to Use of Prior Year Balances					
Depreciation		24,283,933	28,640,312		
Capital Outlay		(9,390,735)	(9,300,000)		
Transfers for Debt Service - Principal		(9,362,910)	(15,286,634)		
Budgeted Transfers		(499,600)	(613,561)		
Use of Prior Year Balances		<u>1,118,703</u>	<u>(2,964,715)</u>		

**UT San Antonio
Compact for FY 09 – FY 10**

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate	16,707	17,599	19,244	21,242	22,537	23,863	24,738	25,034
Graduate/professional	2,123	2,284	2,772	3,423	3,638	3,428	3,641	3,499
Total enrollment	18,830	19,883	22,016	24,665	26,175	27,291	28,379	28,533
<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	2002
4-year graduation rate	5.2%	5.5%	6.3%	6.3%	6.1%	6.8%	6.8%	7.7%
5-year graduation rate	18.7%	17.8%	18.7%	19.6%	21.8%	20.8%	21.2%	
6-year graduation rate	26.6%	25.5%	27.6%	26.9%	29.7%	28.1%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	2,487	2,590	2,637	2,873	2,912	3,272	3,492	3,649
Master's degrees	616	570	683	641	769	895	867	910
Doctorate degrees	4	4	5	6	5	13	29	48
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	879	913	942	969	1,099	1,144	1,197	1,223
Administrative		189	213	224	243	266	283	311
Other, Non-Faculty		1,562	1,630	1,828	1,984	2,145	2,285	2,476
Student employees		616	648	731	894	993	1,030	1,133
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research exp	\$7,421,650	\$8,032,790	\$7,641,990	\$10,049,314	\$11,705,185	\$16,174,944	\$21,463,037	\$21,669,297
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$10,000	\$10,000	\$9,000	\$9,000	\$9,000	\$10,000	\$11,000	\$10,000
(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	8/31/2007
Endowment total value	\$24,379,000	\$23,071,000	\$21,800,000	\$25,148,000	\$30,218,000	\$36,386,000	\$44,430,000	\$53,765,000

UT Tyler Compact for FY 09 – FY 10

Mission: The University of Texas at Tyler is a comprehensive university that delivers high quality education in the professions, humanities, arts and sciences. Our graduates will understand and appreciate human diversity and the global nature of society, think critically, act with honesty and integrity, and demonstrate proficiency in leadership, communication, and the use of technology.

Top 5 Priorities for FY 09 – FY 10:

1. Increase enrollment to 6,500; increase retention and graduation rates and decrease time to degree.
2. Enhance faculty research and creative activity across all disciplines.
3. Create UT Tyler as a SELECTIVE "destination campus" that's an alternative to an urban campus.
4. Complete Phase III of capital improvements.
5. Raise overall student satisfaction by increasing the amount and quality of student life.

I. Performance Summary Table and Analysis

Indicator	Past	Current	Goal	Explanation
Persistence Rates – First-year persistence rates for first-time, full-time degree-seeking undergraduates (cohort)	60.5% (2001) 60.4% (2004)	58.7% (2005)	70% (2010)	We exceeded our original 2010 goal of 65%.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	26.3% (1998) 16.9% (2001)	15.7% (2002)*	26% (2010)* 28% (2015)	It is unlikely that we will meet or exceed these 2010 and 2015 goals since early cohorts were highly selective (*see note below)
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	41.4% (1998)* 54.7% (1999)*	40.0% (2000)	53% (2010)* 55% (2015)	*The 1998 and 1999 cohorts were composed of carefully selected high-achieving freshmen. Consequently, their retention and graduation rates were higher than subsequent cohorts. For example, the 1999 cohort had a 38% 4-year graduation rate and 61.8% 6-year graduation rate. The 2001 cohort had only a 17% 4-year graduation rate. Meeting or exceeding those early 4- and 6-year graduation rates in the next two years is highly unlikely.
Percentage of students satisfied with educational experience at UT Tyler on NSSE survey	77% (2003)	92.5% (2007)	94% (2009)	In 2007, we exceeded our original 2008 goal of 92%
6-year Graduation Rates-- first generation freshmen	47% (1998 cohort)	67% (2001 cohort)	70% (2003 cohort)	The university has several programs from Gear UP and P-16 initiatives to support services and tuition support to help us meet these goals. Our recruiters are also putting more emphasis on targeting this population.
Percent of baccalaureate graduates employed or in graduate/professional schools in Texas	89.5% (fall 2004)	90.2% (fall 2006)	94% (fall 2010)	Increased emphasis on graduate education and good economic condition of region put us ahead of state average
Federal research expenditures	143,000 (FY2005)	438,123 (FY 2006)	\$4 million (FY 2009)	Beginning 2005-06 we have hired 11 faculty with proven records of grants. These faculty are not only productive with their own grants, but also serve as mentors to faculty not familiar with grantsmanship.
Enrollment of freshmen, transfer and graduates from outside of service area	32% (F2006)	37% (F2007)	40% (F2009)	Recruiting and programming to attract high ability students from outside of service area

**UT Tyler
Compact for FY 09 – FY 10**

II. Update Strategic Initiatives from 2006 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Second phase of capital improvements: Ratliff North	Ratliff North added 10 % to campus ASF	More space to grow strong programs in engineering, computer science and chemistry.	Enhance research and teaching	New space allowed for TxAire and other high-end research projects
2. Implement B.A. Construction Mgt. degree	Increase in enrollment from community colleges	High demand field in the East Texas area.	Increase educational level of construction field	Done with relatively few resources as program was a reconfiguration of existing courses.
3. Build out of Graduate Nursing Center	Increases ASF for graduate nursing program	More space for faculty and research offices for Ph.D. in Nursing	Ability to expand online nursing Ph.D.	Flexible spaces created for expansion and multi-use
4. Creation and implementation of student success initiatives: supplemental instruction, advising center, learning communities, etc.	Retent. rate up 10% since 2005	Centralized support services with single coordinator was part of retention plan.	Increased freshman retention	More than 67% of freshmen exposed to one or more success programs
5. Implementation of Ph.D. in Nursing	First cohort selected; hired required faculty; identified resources for student support	Strong community support; attracting outstanding faculty and applicants.	Increase # of Ph.D. - qualified nurses	Smooth transition to first doctoral; accepted 1/3 of applicants. High quality applicants.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Continue to build enrollment with emphasis on centralized retention projects	6,500 students by 2009; retention up to 65%	Increased college-going rates will positively affect area economics.	Enable University to meet Closing the Gaps targets	New Success Initiatives: 4-yr graduation contract; aggressive intervention for those on probation (MAPPS); early detection tools used at orientation
2. Third phase of capital improvements: student center, art studios, Palestine expansion, renovations	Add significantly to student life and art and nursing enrollment and quality	More space to grow strong programs in art and nursing, and enhance student life.	Enhance academics and student life	architectural or construction phases underway; expand student life planning

**UT Tyler
Compact for FY 09 – FY 10**

	Impact (Metrics)	Analysis	Goal	Next Steps
3. Continue to increase total number of grant applications	Increase number of grant applications to 215 by 2009. (41 in 2004)	Focus on enhancing STEM and health areas. We are already more than half-way to the 2009 goal.	Increase sponsored research grants and contracts by 425% from 2004	Expand sponsored research staff; assign research mentors to new faculty; increase number and frequency of workshops on grantsmanship.
4. Expand Student Success Initiatives to colleges and departments	All colleges have retention plans in place.	Establish College retention goals and develop college- and department-level retention plans	All units become accountable for student success	Aggressive retention programs at college and dept. levels such as drop counseling and tutoring. Advanced advisor training; PeopleSoft implementation.
5. Implementation of Ph.D. in HRD	Recruit first cohort; hire required faculty; identify resources for student support	Strong community support	Increase # of doctoral degrees granted	Strong student recruitment effort, recruit and retain outstanding faculty, continue building community support
6. Create Honors Program	By 2010, increase by 5% the number of high-ability students (Generally: SAT >= 1300; ACT >= 29)	Recruitment of top students looking for challenging curriculum at a selective university.	Attract and retain high ability students and build reputation of UTT as a "selective" destination campus	The Honors Program has been on the "to do" list for some time, but the resources to support it have not been available. This year, however, UTT will be implementing a pilot program.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09, 09-10
1. QEP			Our newest initiative will be our QEP, which will be determined mid-June.
2. Build on current study and travel abroad programs to create an internationalized campus	By 2010, 5% increase in students studying overseas; build global awareness into 25% of curriculum.	Make UTT destination campus for international studies	Create International Studies office; expand inventory of possible overseas activities; involve more faculty in international study and globalization of curriculum.
3. Build on current strengths and QEP to identify and add unique degree programs and certificates to attract students from outside of service area	Degrees in new media, religion studies, cybersecurity; Graduate Certification in health communication, forensic nurse	Put UT Tyler "on the map" with unique programs	Identify best programs; identify resources required; re-submit preliminary authority requests.

IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

UT Tyler's enrollment goals remain at the projection of 7000 total enrollment by 2015. There has been no change in the requirements for admission to UT Tyler. Since the last submission of the Uniform Recruitment and Retention Plan, we have increased our recruitment activities targeted toward minority and under-represented students. We have added the Pathway to Success program, which guarantees tuition to students whose annual family income is less than \$25,000.

**UT Tyler
Compact for FY 09 – FY 10**

b. Financial Management Plan

With a 64% increase in FTSE from FY 2003 to FY 2007 combined with relatively little increase in non-TRB general revenue, UT Tyler has declined in net state support by 21% per FTSE since FY2003. We continue to be challenged to find operating funds for student growth, for operating new buildings, for starting new student services, and for continuing to build new academic and research programs. Despite this challenge, we strive to support the University's mission with a sound financial management plan that maintains stability and satisfactory financial ratios as indicated in the Analysis of Financial Condition

Specifically in FY 2009 we will: 1) hold maintenance, operations, and travel funding constant with the only exception being utilities; 2) implement the tuition and fees as directed by The University of Texas System Board of Regents although a comprehensive tuition and fee study showing the need for additional funding was completed; 3) continue to increase research funding and contracted grants; 4) continue to increase private funding specifically in the area of endowed chairs and professorships; and 5) look for other means of holding operational costs down. (Gregg Lassen, Vice President for Business Affairs)

c. Information Security Plan

UT Tyler continues to make significant progress establishing and accomplishing goals in our Information Security plan. Two full-time Information Security staff are now employed with plans to hire a part-time position to assist with Information Security as we convert our existing student information system to the Oracle/PeopleSoft Campus Solutions. Our central IT division was recently restructured with the Information Security Officer position reporting directly to the CIO and working closely with the Associate Directors for Information Systems and Network & Operations. Institutional Security Administrators (ISA's) work with our ISO as part of our institutional information security working group. Work is continuing to review and develop standardized security risk assessments, prepare and review institutional security compliance monitoring plans, and develop our Information Security Program. (Dr. Sherri Whatley, Associate Vice President for Business Affairs and CIO)

V. System Contributions and Investments

a. Summary of investments:

	\$ Amount, FY 05	\$ Amount, FY 07	Description / Metrics of Impact
Noncompetitive STARS Awards	\$1,346,776	\$685,152	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.
Institutional Match	--	\$182,000	

VI. New Faculty Positions Projected to 2011

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total FY 06 – FY 11
STEM	6	5	3	3	3	2	22
Medical/Health	10	10	1	1	3	2	27
Human Resource Dev.	0	2	0	0	1	1	4
Fine Arts	1	1	1	0	0	0	3
Psychology	0	1	1	0	0	0	2
Total	17	19	6	4	7	5	58

VII. Status of Campus Strategic/Long-Range Plan: Although a strategic plan review committee began work in March to update the 2002 UT Tyler New Millennium Vision, the decision was to wait until after the SACS visit in 2010 to do anything significant with the current plan. We did make some minor word changes in the mission statement that were approved by THECB in April 2008

VIII. Campus Consultation to Develop Compact: The initial planning matrix for the Compact was discussed with and reviewed by the Provost, deans and colleges. The draft was reviewed by the Deans, VPs, and President. The final document will be submitted to the incoming Faculty Senate in the Fall and posted on the UT Tyler website for comment.

UT Tyler
Compact for FY 09 – FY 10

IX. Budget

The University of Texas at Tyler
Operating Budget, Fiscal Year Ending August 31, 2008

	FY 2006 Actual	FY 2007 Adjusted Budget	FY 2008 Operating Budget	Budget	
				Increases (Decreases) From 2007 to 2008	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 17,699,668	18,356,186	21,558,230	3,202,044	17.4%
Federal Sponsored Programs	6,082,486	5,936,079	6,713,043	776,964	13.1%
State Sponsored Programs	1,059,380	875,725	977,748	102,023	11.7%
Local and Private Sponsored Programs	585,011	37,982	135,110	97,128	255.7%
Net Sales and Services of Educational Activities	1,243,116	704,439	872,235	167,796	23.8%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	2,686,905	3,680,945	3,925,648	244,703	6.6%
Other Operating Revenues	171,311	51,804	65,290	13,486	26.0%
Total Operating Revenues	29,527,877	29,643,160	34,247,304	4,604,144	15.5%
Operating Expenses:					
Instruction	22,326,791	23,975,466	26,165,845	2,190,379	9.1%
Academic Support	5,920,118	6,003,545	6,246,172	242,627	4.0%
Research	1,137,523	393,996	320,826	(73,170)	-18.6%
Public Service	909,228	948,541	1,133,902	185,361	19.5%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	9,196,798	7,600,034	9,517,416	1,917,382	25.2%
Student Services	4,027,031	5,004,372	5,972,188	967,816	19.3%
Operations and Maintenance of Plant	4,660,620	5,330,870	5,390,277	59,407	1.1%
Scholarships and Fellowships	5,114,554	3,998,693	4,773,495	774,802	19.4%
Auxiliary Enterprises	3,983,197	4,429,473	5,372,995	943,522	21.3%
Depreciation and Amortization	6,100,993	5,800,000	7,450,000	1,650,000	28.4%
Total Operating Expenses	63,376,853	63,484,990	72,343,116	8,858,126	14.0%
Operating Surplus/Deficit	(33,848,976)	(33,841,830)	(38,095,812)	(4,253,982)	12.6%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF	29,911,035	30,053,780	35,949,923	5,896,143	19.6%
Gifts in Support of Operations	918,119	335,042	347,460	12,418	3.7%
Net Investment Income	3,522,720	3,198,842	3,669,544	470,702	14.7%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	34,351,874	33,587,664	39,966,927	6,379,263	19.0%
Transfers and Other:					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(2,287,757)	(2,581,892)	(2,602,526)	(20,634)	0.8%
Total Transfers and Other	(2,287,757)	(2,581,892)	(2,602,526)	(20,634)	0.8%
Budget Margin	(1,784,859)	(2,836,058)	(731,411)	2,104,647	-74.2%
Reconciliation to Change in Net Asset:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	3,749,673	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	445,564	592,000	500,000	(92,000)	-15.5%
Additions to Permanent Endowments	338,937	450,000	550,000	100,000	22.2%
Transfers for Debt Service - Principal	(1,309,006)	(1,830,802)	(6,271,512)	(4,440,710)	242.6%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	16,777,700	8,000,000	9,982,754	1,982,754	24.8%
SRECNA Change in Net Assets	\$ 18,218,009	4,375,140	4,029,831	(345,309)	-7.9%
Total Revenues and AUF Transfers	\$ 63,879,751	63,230,824	74,214,231	10,983,407	17.4%
Total Expenses (Including Transfers for Interest)	(65,664,610)	(66,066,882)	(74,945,642)	(8,878,760)	13.4%
Budget Margin	\$ (1,784,859)	(2,836,058)	(731,411)	2,104,647	
Reconciliation to Use of Prior Year Balances					
Depreciation		5,800,000	7,450,000		
Capital Outlay		(660,037)	(713,789)		
Transfers for Debt Service - Principal		(1,830,802)	(6,271,512)		
Budgeted Transfers		(900,000)	-		
Use of Prior Year Balances		(426,897)	(266,712)		

**UT Tyler
Compact for FY 09 – FY 10**

X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
Undergraduate	2,892	3,004	3,409	3,922	4,466	4,930	5,143	5,346
Graduate/professional	700	728	845	847	860	816	783	791
Total enrollment	3,592	3,732	4,254	4,769	5,326	5,746	5,926	6,137
<i>yr of matriculation</i>		1999	2000	2001	2002	2003	2004	2005
1st year persistence		68.1%	60.0%	60.5%	54.3%	56.0%	60.4%	58.7%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002
4-year graduation rate				26.3%	37.9%	21.1%	16.9%	15.7%
5-year graduation rate				36.4%	50.5%	36.0%	33.3%	
6-year graduation rate				41.4%	54.7%	40.0%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Baccalaureate degrees	731	702	684	619	720	792	897	954
Master's degrees	140	163	121	184	196	223	224	221
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Faculty	257	285	300	291	347	363	377	378
Administrative		36	40	37	40	43	46	44
Other, Non-Faculty		231	246	261	293	296	336	370
Student employees		173	227	240	320	359	329	380
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007
FTE student / FTE faculty	12 to 1	12 to 1	13 to 1	16 to 1	16 to 1	17 to 1	17 to 1	16 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Federal research exp	\$63,307	\$66,827	\$67,617	\$174,362	\$585,874	\$143,425	\$438,123	\$936,661
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007
Revenue / FTE student	\$14,000	\$13,000	\$13,000	\$12,000	\$11,000	\$10,000	\$11,000	\$10,000
(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	8/31/2007
Endowment total value	\$47,822,000	\$42,104,000	\$37,432,000	\$40,349,000	\$45,152,000	\$53,208,000	\$58,149,000	\$65,582,000