

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.

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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

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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

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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.

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c. Information Security Plan

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

V. System Contributions and Investments

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.

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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		1,118,703	(2,964,715)		

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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