

UT Brownsville Compact for FY 10 – FY 11

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 in technical and health programs and associate, baccalaureate, and graduate degrees in liberal arts, health, sciences, and professional programs designed to meet student demand and national and international needs.

Top 5 Priorities for FY 10 – FY 11:

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)	57% (2007)	70% (2011)	Decreased from 63% to 57% in 2007. Partly attributable to new SAP policy. Increased resources and attention to freshman class expected to meet the goal for bachelor's degree seeking students.
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 requiring 15 SCHs: 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 requiring 15 SCHs: flat-rate tuition, student employment initiative, and guaranteed tuition programs.
Number of Graduates	613 bachelor's 155 master's (2003)	900 bachelor's 149 master's (2007-08)	950 bachelor's 180 master's (2010)	We are still in a good place with the number of graduates, but the number decreased slightly compared to 06-07. New degree programs and adjustments should bring us to target.
Certification - passing rate on state certification/licensures for education and nursing graduates	Above requirements	96.% Education 96.5% Nursing (2008)	Remain above 90%	Increasing 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)	1,389 (fall 2008)	10% increase (2010)	Increased to 1,458 in fall 2007, a 20% increase. Fell to 1,389 in fall 2008, attributable to SAP effect. Initiatives expected to continue to have impact in this area and support will increase.
Distance Education - # of SCHs generated in distance education courses	1,129 (fall 2002)	13,648 (fall 2008)	10% increase (2010)	This is an area targeted for growth in enrollment. Increased 90% from 7,195 to 13,648 through expansion. Initiatives to increase will continue.
Percent of baccalaureate graduates employed and/or in graduate or professional school within 1 year	82.8% (FY 2002)	86.90% (FY 2007)	Remain above 85%	As reported by the most recent State Accountability System; Texas Higher Coordinating Board.

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II. Update Strategic Initiatives from 2008 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Strengthen and develop quality programs that attract top students and faculty	Increase majors.	Students have enrolled in programs that have high economic demand, including biology, environmental sciences, business administration, and education programs. Majors have increased; job market under review.	Increase majors by 5% to 10% in existing programs.	Achieved increases in targeted areas in fall 2008: bilingual education from 775 to 822; environmental sciences from 33 to 45 (target remains 65); biology majors from 482 to 532 (goal is 550). Added business administration majors in three new programs: 33 in entrepreneurship; 24 in service marketing management; and 130 in international business.
2. Develop a plan for a major campaign for endowed scholarships	Establish time frame and funding goals.	Continued to build on past year's success: increased endowments from 84 to 93 in 08/09. Goals and strategic directions are in place.	Add scholarships and increase access.	Added Director of Alumni Relations with funding from UT System. Filled the Associate Vice President for Development position. These critical positions are vital in all of our fundraising endeavors that have multi-year goals.
3. Implement Institute for Public Service. Impartially promote broad public engagement, empowerment, and civil discourse of societal issues.	Will meet need for programs for public officials.	This program is in its infancy, but has been launched and housed. It is part of the university's Strategic Plan and benefits from community participation.	Self-sustaining institute in FY 2010.	Hired director. Director is working with campus and community to implement programs. We expect increased visibility of university in public leadership. Increase in participation in Master's in Public Policy and Management Program.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Create an Office of Research to provide leadership and oversight for all research activities.	Increase in external funding for research.	Received authority for new executive and named interim vice president for research. Applying for grant funding, establishing collaborations, and expanding opportunities for centers of excellence.	To expand knowledge through research.	Integrate existing research-related units into a functional office of research. Hire the support personnel needed to have a functional office of research. Create lines of authority and communication to expedite the efficiency of research related processes.
2. Help more students to make Satisfactory Academic Progress (SAP) and decrease time to graduation.	Increase in students using support services.	More students went on probation and suspension; however, more hours are being completed successfully.	Increase completed SCHs from 82% to 85%.	Assess services targeting freshman success: increase supplemental instruction and tutoring services; add mentoring in Schools of Business and Education. Seek \$64M TRBs for Student Success Building in 2011.

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	Impact (Metrics)	Analysis	Goal	Next Steps
3. Strengthen activities in support of economic development	Create 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 the region to improve socio-economic status.	Apply for Economic Development Administration funding to build out research and commercialization laboratory space at ITECC. Apply for Texas Emerging Technology Fund. Continue to work closely with Brownsville Economic Development Council to attract technology companies.
4. Continue new construction	\$135.1M in construction in pipeline	TSC bond, TRBs, and student funded buildings. Occupation of three new buildings expected by August 2009. Additional classes are being held in the renovated ITEC Center. Five new facilities are nearing completion. One is in the groundbreaking stage.	Bring to completion seven construction projects.	Raised \$1.6M; raise \$5.1M more for Arts Center in 2009-2010. REK Center opened in May. Library and Classroom buildings achieved substantial completion in May. Next step is to occupy the buildings. Began construction process for Science and Technology Learning Center.
5. Implement Quality Enhancement Plan (QEP) developed to improve written communication	Increase number of integrated courses	Support is in place for redesign of general education courses to emphasize written communication through integration of content courses and composition.	Increase # of general education courses linked.	SACS approved QEP; institutional budget established; pilot project completed; Center for Teaching & Learning established with ongoing professional development. Professional Development is under way. QEP continues to be an integral part of the educational programs. It will be evaluated and reported out in five years.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 09-10, 10-11
1. Increase alumni support. UTB is 18 years old with an increasing number of graduates. Build on connections with their alma mater.	10% increase in membership.	Reach level of peers for percent of alumni donors.	Hire director of alumni relations; implement aggressive alumni membership recruitment plan.
2. Implement two of three new specializations for the Doctor of Education (Early Childhood, Literacy, and Leadership) designed, developed and approved by the Graduate Council. Recruit new cohorts.	Begin cohort three of the Doctor of Education program in two of the three new specialization areas. This will augment the number of current education faculty involved at the doctoral level.	Implement specializations; add 18 students.	Provide orientation and awareness of resources to new doctoral students. Communicate informally and through monthly meetings with faculty to determine doctoral student progress during 09-10.
3. Implement centers of excellence; expertise in sciences, liberal arts, and education reaching critical mass to begin new centers.	Add to centers of excellence with faculty expertise, research grants, and infrastructure.	Centers in Science, Liberal Arts, and Education	Develop plans that will be shared with the campus. Align faculty and resources.

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IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The 2009-2013 Enrollment Management Plan was updated through the work of a diverse team from various divisions and headed by the Associate Vice President for Enrollment Management. Key targets include increasing full-time student enrollment, distance education student enrollment and retention. A relatively flat growth is predicted for the next few years. In keeping with the strategic plan and the facilities master plan, the enrollment management plan supports building capacity for 20,000 on-campus students by 2030. The Provost will monitor the plan and provide opportunities for campus-wide discussions in implementing and adjusting the plan.

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 May 2009. Historical data have been used to develop benchmarks for faculty, staff and facility needs based on a per full-time student equivalent or head count as appropriate. These benchmarks will be applied to student enrollment projections as developed in the 2009-2013 Enrollment Management Plan to estimate the budget needs for instruction, academic support, student services, facilities and institutional support over the next five years.

c. Information Security Plan

- Hire an Information Security Officer (ISO) and a security analyst to provide backup
- Complete Annual Risk Assessments
- Train all employees for whom it is relevant on UTS-165
- Install laptop encryption all relevant University owned systems
- Implement Enterprise Configuration Management System
- Continue to enhance network infrastructure and topology
- Deploy a token based (RSA) Access Control system for use with system administration accounts
- Conduct workstation and server/application scans for social security and credit card numbers
- Conduct controlled penetration test by Department of Information Resources

V. Number of New Faculty Positions Projected to 2012

FIELD	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total FY 06 – FY 12
STEM	6	2	4	0	3	5	5	25
Medical/Health	4	2	0	0	1	2	3	12
Business	3	2	0	0	1	2	1	9
Liberal Arts	14	2	0	2	2	4	5	29
Education	6	2	2	0	1	3	2	16
Total	33	10	6	2	8	16	16	91

Comments: FY 06 to FY 09 reflect actual numbers. Future calculations based on faculty growth at 3% student enrollment increases.

VI. Status of Campus Strategic/Long-Range Plan: The 2008-2012 Strategic Plan, "Imagining More," 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 Services. Access at www.utb.edu/ie/pages/resources.aspx

VII. Campus Consultation to Develop Compact: The groups given opportunity to read and discuss the Compact include the Deans Council, Provost Council, University Council, Academic Senate, and Staff Senate. Through those consultations the same priorities outcome measures were adjusted. It was a process that allows representatives from across campus to verbalize and know the commitment to accomplishing these goals over the next two years. The final acceptance of the Compact was the Executive Council.

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VIII. Budget

The University of Texas at Brownsville Operating Budget Fiscal Year Ending August 31, 2009					
	FY 2007 Actual	FY 2008 Adjusted Budget	FY 2009 Operating Budget	Budget	
				Increases (Decreases) From 2008 to 2009	
				Amount	Percent
Operating Revenues:					
Tuition and Fees	\$ 12,537,136	13,657,786	15,215,298	1,557,512	11.4%
Federal Sponsored Programs	34,245,292	29,433,109	30,775,781	1,342,672	4.6%
State Sponsored Programs	3,744,933	3,351,248	2,108,930	(1,242,318)	-37.1%
Local and Private Sponsored Programs	50,670,732	45,598,985	49,427,679	3,828,694	8.4%
Net Sales and Services of Educational Activities	1,057,365	600,718	553,000	(47,718)	-7.9%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	812,632	1,187,171	999,100	(188,071)	-15.8%
Other Operating Revenues	137,510	7,520	10,700	3,180	42.3%
Total Operating Revenues	103,205,600	93,836,537	99,090,488	5,253,951	5.6%
Operating Expenses:					
Instruction	37,129,809	38,340,628	40,883,657	2,543,029	6.6%
Academic Support	11,916,722	14,031,605	16,802,986	2,771,381	19.8%
Research	4,182,007	2,486,569	3,399,888	913,319	36.7%
Public Service	6,094,196	5,143,673	4,470,044	(673,629)	-13.1%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	10,537,756	11,050,746	11,448,195	397,449	3.6%
Student Services	9,015,655	8,294,035	8,434,479	140,444	1.7%
Operations and Maintenance of Plant	11,465,066	10,531,289	9,901,748	(629,541)	-6.0%
Scholarships and Fellowships	32,134,993	26,829,823	27,280,285	450,462	1.7%
Auxiliary Enterprises	6,138,650	6,027,233	8,648,288	2,621,055	43.5%
Depreciation and Amortization	5,402,826	5,400,778	5,935,530	534,752	9.9%
Total Operating Expenses	134,017,680	128,136,379	137,205,100	9,068,721	7.1%
Operating Surplus/Deficit	(30,812,080)	(34,299,842)	(38,114,612)	(3,814,770)	11.1%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF (Non-capitalized)	29,535,340	36,904,249	35,352,483	(1,551,766)	-4.2%
Gifts in Support of Operations	269,836	90,673	136,000	45,327	50.0%
Net Investment Income	1,267,337	917,660	917,801	141	0.0%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	31,072,513	37,912,582	36,406,284	(1,506,298)	-4.0%
Transfers and Other:					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(1,677,227)	(1,834,156)	(1,662,346)	171,810	-9.4%
Total Transfers and Other	(1,677,227)	(1,834,156)	(1,662,346)	171,810	-9.4%
Budget Margin (Deficit)	(1416,794)	1,778,584	(3,370,674)	(5,149,258)	-289.5%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./ (Dec.) in Fair Value of Investments	2,182,252	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	101,715	25,000	-	(25,000)	-100.0%
HEAF (Capitalized)	1,868,292	1,674,354	3,209,508	1,535,154	91.7%
Additions to Permanent Endowments	244,943	-	-	-	-
Transfers for Debt Service - Principal	(2,640,138)	(5,391,926)	(5,854,541)	(462,615)	8.6%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	3,447,084	951,000	6,093,000	5,142,000	540.7%
SRECNA Change in Net Assets	\$ 3,787,354	(962,988)	77,293	1,040,281	-108.0%
Total Revenues and AUF Transfers	\$ 134,278,113	131,749,119	135,496,772	3,747,653	2.8%
Total Expenses (Including Transfers for Interest)	(135,694,907)	(129,970,535)	(138,867,446)	(8,896,911)	6.8%
Budget Margin (Deficit)	\$ (1416,794)	1,778,584	(3,370,674)	(5,149,258)	
Reconciliation to Use of Prior Year Balances					
Depreciation		5,400,778	5,935,530		
Capital Outlay		(4,186,790)	(3,209,510)		
HEAF (Capitalized)		1,674,354	3,209,508		
Transfers for Debt Service - Principal		(5,391,926)	(5,854,541)		
Budgeted Transfers		-	-		
Use of Prior Year Balances		(725,000)	(3,289,687)		

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IX. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduate headcount	8,244	8,470	9,131	9,699	10,656	12,357	14,835	16,320	16,317
Graduate/professional headcount	751	834	822	893	890	893	842	894	880
Total enrollment	8,995	9,304	9,953	10,592	11,546	13,250	15,677	17,214	17,197
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Baccalaureate degrees granted	475	543	618	613	684	681	788	922	900
Master's degrees	151	146	148	155	166	189	154	179	149
Graduate-level certificate			--	--	--	--	--	9	2
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty	453	466	495	526	558	638	693	731	709
Administrative		93	105	109	111	114	121	132	140
Other, Non-Faculty		1,187	1,137	1,104	1,118	1,017	1,205	1,204	1,224
Student employees		1	N/A	0	0	212	199	157	154
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
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	16 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Federal research expenditures	\$241,980	\$602,856	\$896,646	\$1,011,353	\$2,889,894	\$4,897,516	\$5,131,456	\$4,664,251	\$4,371,431
<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	8/31/2008
Endowment total value	\$770	\$927	\$3,065	\$3,904	\$4,829	\$5,599	\$6,373	\$7,327	\$7,324
(in \$ thousands)									