



The University of Texas System
Nine Universities. Six Health Institutions. Unlimited Possibilities.

October 3, 2008

President Blandina Cárdenas
The University of Texas - Pan American
1201 West University Drive
Edinburg, Texas 78541

Dear Bambi:

Thank you very much for submitting your institution's 2009-10 compact which, by this letter, I accept and approve.

Your compact is outstanding. In very few pages and in a common format, the reader can grasp how well the campus is doing in meeting specific objectives and what actions are contemplated in the intermediate term. It should be most helpful to the Board of Regents. We encourage you to circulate it widely; we will post each compact on the System's Web site and will also share copies with the Board later this month.

I would like to thank you and your colleagues for the considerable thought, work, and involvement of faculty and staff in its formulation. We know that you have aligned the development of the compact with strategic planning on your campus and appreciate your efforts to foster this alignment and track progress on a regular basis. I hope the compact will provide a point of focus and support communication about your institution's highest-priority activities.

Congratulations on the ambitious plan of work you have outlined. I look forward to learning about your continued progress and results in the coming year.

Best regards,



Kenneth I. Shine
Chancellor *ad interim*

KIS/pb

cc: Executive Vice Chancellor David B. Prior
Vice Chancellor Geri H. Malandra

The University of Texas at Arlington
The University of Texas at Austin
The University of Texas at Brownsville
The University of Texas at Dallas
The University of Texas at El Paso
The University of Texas - Pan American
The University of Texas
of the Permian Basin
The University of Texas at San Antonio
The University of Texas at Tyler

The University of Texas
Southwestern Medical Center at Dallas
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Medical Branch at Galveston
The University of Texas
Health Science Center at Houston
The University of Texas
Health Science Center at San Antonio
The University of Texas
M. D. Anderson Cancer Center
The University of Texas
Health Center at Tyler

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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.

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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.

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	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.

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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.

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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.

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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)		

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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