



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

October 3, 2007

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 2008-09 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.

With best regards, I am

Sincerely yours,

Mark G. Yudof
Chancellor

MGY/sf

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

The University of Texas
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

www.utsystem.edu

The University of Texas-Pan American
Compact with The University of Texas System
FY 2008 through FY 2009

UT Pan American Compact for FY 08 – FY 09

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 08 – FY 09:

1. Improve 4-, 5-, and 6-year graduation rates.
2. Develop and implement UTPA's SACS Quality Enhancement Plan (QEP).
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 and math majors.

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)	61.0% (2000) 66.0% (2003)	67.3% (2004)	75% (2010)	70% for 2005 cohort due to increased admissions criteria, Academic Advising Center, college-based advisors, Learning Framework Course, improved on-line services for financial aid, on-line degree audit.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	6.2% (1997) 10.2% (2000)	9.6% (2001)	18% (2010) 26% (2015)	13.4% for 2002 cohort due to: admission standards, implementing Learning Frameworks Course for entering freshmen, promoting Concurrent Enrollment and Supplemental Instruction, aggressive advising.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	22.9% (1995) 26.7% (1998)	30.0% (1999)	35% (2010) 53% (2015)	33% for 2000 cohort due to: admission standards, implementing Learning Frameworks Course for entering freshmen, promoting Concurrent Enrollment and Supplemental Instruction, aggressive advising.
Pass rate of freshmen in gatekeeper mathematics course MATH 1334 (Fall)	37.4% (2004) 46.9% (2005)	46.6% (2006)	70% (2010)	This is an outcome for UTPA's Quality Enhancement Plan. A pilot of 8 math sections concludes in spring 2008, when significant improvement in the MATH 1334 pass rate is expected.
Research expenditures per fiscal year (THECB report)	\$4.3M (2004) \$5.8M (2005)	\$6.8M (2006)	\$10M (2010)	The goal is included in Closing the Gaps. Movement 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	35	Same	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)	\$100M (2015)	This projected endowment market value for 2015 reflects an endowment growth rate of approximately 10% per annum.
5-year retention of tenure track faculty	73.3% of FY 2003 cohort was retained	Same	85% (FY 2007 cohort of new TT hires)	To reach the goal, the recruitment cycle has been modified, target salary offers are market and discipline sensitive, and a faculty development program is planned.

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II. Update Strategic Initiatives from 2006 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Develop a plan for increasing the number of technology-aided courses	Faculty access to "smart classrooms"	Faculty expressed desire to use technology in teaching, but only 1/3 of classrooms were equipped.	100% access on demand	Project completed 8 months in advance of deadline with 103 classrooms equipped with state-of-the-art teaching technology; goal met.
2. Work with partners to raise scholarships to support the GEAR-UP students' college attendance beginning Summer 2006	100 four-year scholarships @ \$16,000 each	GEAR-UP increased the college readiness and aspirations of student most in need of money for college.	\$ for 4-year access to 100 GEAR UP fall 2007 fresh	Goal was met with \$1.6 million raised for 4-year scholarships for 100 GEAR UP students. GEAR UP Grant II has the same goal for its 2011 entering freshmen.
3. Provide support to implement fully the Oracle system for financial and human resource services	Increase in # of automated processes and approvals	Existing systems were over 20 years old; did not meet current needs or future growth.	Systems fully implemented by September 2006	The Legacy HR and financials system has been decommissioned and the University is operating solely on Oracle. However, work is ongoing; sub-modules such as the New Hire Process and Position Control are being put in place and adjustments to the primary modules (HR, General Ledger, Projects, Budgeting and Labor Distribution) are ongoing.
4. Establish an undergraduate advising model	Increase first-year cohort retention: 68%, 2004 72.7%, 2005	New Academic Advisement & Mentoring Center (AAM) fully implemented fall 2006, complementing the successful University Retention and Advisement Program (URAP).	75% (2010)	9 Academic Advisors in AAM Center, 12 college-based Professional Guidance Counselors, 6 Student Development Specialists in URAP, 6 Academic Advisors in LAC Advisement Center are keeping UTPA on track to make the 2010 target.
5. Improve processes and organizational structure to optimize the delivery of instruction and services to students and maximize utilization of resources	Improvements based on SACS reaffirmation process	Student learning outcomes, faculty roster, planning/assessment led by Outcome Directed Planning	Improved services to all constituents.	Completed 2 plan/assess cycles, Outcome Directed Planning maps at all levels, faculty roster complete and up-to-date and aligned with student learning outcomes.

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Phase in the three-course workload.	Research expenditures increase from \$6.8M (FY 2006)	In FY 2006, 91 faculty were moved to a 3/3 workload; 477 faculty were engaged in research.	\$10M by 2010	In FY 2007, 150 faculty will be moved to 3/3 load and fully engaged in research. Reporting mechanism being designed to account for the increase in research effort gained by the workload implementation.

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2. Increase access to a wide variety of graduate programs that meet the needs of students, educational agencies, business and industry.	Graduate SCH increase from fall 2006 7.3% of total	To become "the premier learner-centered research institution in South Texas", UTPA must increase graduate enrollment.	Graduate SCH are 16% of total in fall 2015	UTPA is in the implementation stage for Master's in Creative Writing; final planning stage for PhD in Manufacturing Engineering; THECB approval stage for PhD in Rehabilitation Counselor Education; and preliminary planning stage for PhD in Clinical Psychology.
3. 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, cannot be upgraded to meet needs.	System live and functional September 2008	In FY 2007 and 2008, system will be planned, designed and tested, staff will be trained.
4. Conduct an audit of the development office and restructure external relations function to 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	Branding program will be implemented.
5. Build the academic administrative 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.	Decisions made at most appropriate level.	A formative evaluation is underway to determine areas needing further optimization.

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 07-08, 08-09
1. Implement the UTPAdvantage in FY 2008. Rationale: To assure that UTPA will meet its "Closing the Gaps" enrollment targets, funding support is necessary in the Rio Grande Valley where the median family income is less than \$28,000. Strategy: Promote the UTPAdvantage and recruit qualified students for the scholarships.	Increased enrollment of students from families with annual family income of \$25,000 or less Increased first year retention and 4-year graduation rates.	289, FY 2008 341, FY 2009 399, FY 2010 Retention rates: 75% Graduation rates: 20%	UTPA aggressively promotes this new tuition and fee guarantee program and continues to encourage students to meet UTPA priority deadline for FAFSA. This program is contingent upon continuation of Texas Grant.
2. Implement the Sophomore Academic Mentoring (SAM) Program in FY 2008. Rationale: UTPA cannot achieve its graduation rate targets unless retention from Sophomore to Junior status (54% for fall 2004 cohort) improves. Strategy: Upper-level students will be hired to mentor sophomore students and help them move toward junior status.	Retention rate of sophomore students.	70% (2010)	07-08: 75 mentors each have 15 sophomores assigned (1,125 sophomores impacted). 08-09: 100 mentors each have 15 sophomores assigned (1,500 sophomores impacted)

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<p>3. Install Microsoft's new operating system, VISTA. Rationale: It has better security features, more comprehensive search capabilities and a friendlier user interface. Strategy: Build support mechanisms for the Microsoft Windows VISTA operating system.</p>	<p>Installation of new operating system</p>	<p>Determine feasibility full implementation by 2010.</p>	<p>Train Helpdesk staff, evaluate existing hardware for compatibility, develop future hardware standards, monitor on-going state of the VISTA OS and 64-bit applications designed for the VISTA environment.</p>
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IV. UT System Strategic Plan Initiatives

a. Enrollment Management Plan Development and Targets

The UTPA Enrollment Management Council has been formed and is working to develop the enrollment targets for fall 2007 and will formulate a plan for the next five years. The council is chaired by the VP for Enrollment and Student Services and the VP/Provost for Academic Affairs. The enrollment target for fall 2007 is 18,000 students. UTPA will experience a change in admission standards for fall 2007. The ACT minimum requirement will increase from a 15 to a 16 composite. Additionally, UTPA will require the Recommended High School Program, one year earlier than the state mandate.

b. Financial Management Plan

Financial planning is transitioning to the more robust practices of an increasingly sophisticated organization. On the revenue side projections are developed with increasing precision as elements such as concurrent enrollment and others are taken into consideration instead of relying primarily on trend analysis. Likewise, expenses are increasingly analyzed at a much finer level in order to generate better projections. For example, utilities are analyzed by not only looking at trends but by breaking down the component elements into finer detail and by integrating the data provided by the utility engineer. One critical component in the improvement is the newly-installed Oracle financials software that went live on September 1, 2006, and which, once fully stabilized, will allow us to better tap the data to support our decision-making. As the institution faces the pressure to slow tuition & fee rates, debt may become increasingly important and thus become an area of increased scrutiny.

c. Information Security Plan

The UTPA IT Security Plan focuses on 4 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, Audit, Network, Security Institute for IT staff, plus client training provided by IT Security. Emphasis is placed on protecting personally identifiable information. 3) Oversight of Enterprise Resource Planning 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.

UTPA would like the system to assist with 1) increasing the bandwidth to UTPA so that large amounts of data can be processed to meet research faculty demands, and 2) marketing UTPA (telling our story) to other areas of the State.

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VI. Number of New Faculty Positions Projected to 2010

Field	FY 06	FY 07	FY 08	FY 09	FY 10	Total FY 06-FY 10
STEM	8	0	16	15	12	51
Medical/Health	3	0	10	6	4	23
College of Arts and Humanities	4	0	4	17	16	41
College of Business Administration	1	0	1	3	3	8
College of Education	5	0	0	10	11	26
College of Social and Behavioral Sciences	1	0	0	11	11	23
Total	22	0	31	62	57	172

Comments: No new positions in FY07 due to budget constraints. Therefore, future numbers make up for FY07 lack of new lines and anticipated enrolment growth. Also, 10 new programs require new lines: 3 in FY 2008, 11 in FY 2009, and 2 in FY 2010.

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

UTPA uses "Outcome Directed Planning" to develop simple maps in divisions/colleges/departments that display objectives/strategies supporting institutional goals. Hundreds of faculty and staff developed 112 long-range maps that are used to write unit annual action plans, which are evaluated via annual assessment reports. An annual Presidential retreat is held with 150 leaders to discuss planning progress. Future improvements: assessment, campus-wide plan alignment, communication.

Institutional Effectiveness website <http://ie.utpa.edu/>

Specifically for planning and assessment <http://ie.utpa.edu/planningandassessment.htm>

VIII. Campus Consultation to Develop Compact:

523 faculty, staff and students (70% increase over 2006) responded to Compact online survey. 76% to 89% rated the 28 elements satisfactory or above. 46 pages of written comments were shared with the President and VP's for process improvement.

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IX. Budget

Operating Budget - Fiscal Year Ending August 31, 2007						
	FY 2005	FY 2006	FY 2007	Increases (Decreases)		
	Actual	Adjusted Budget	Operating Budget	From 2006 to 2007		
				Amount	Percent	
Operating Revenues:						
Tuition and Fees	\$ 31,754,725	37,544,297	43,625,369	6,081,072	16.2%	
Federal Sponsored Programs	43,806,754	44,376,879	50,168,326	5,791,447	13.1%	
State Sponsored Programs	15,711,716	15,641,178	15,729,380	88,202	0.6%	
Local and Private Sponsored Programs	1,384,176	1,517,647	1,726,638	208,991	13.8%	
Net Sales and Services of Educational Activities	5,318,658	5,568,677	5,257,502	(311,175)	-5.6%	
Net Sales and Services of Hospital and Clinics	-	-	-	-	-	
Net Professional Fees	-	-	-	-	-	
Net Auxiliary Enterprises	8,793,273	8,046,887	5,556,759	(2,490,128)	-30.9%	
Other Operating Revenues	1,733,787	34,200	207,076	172,876	505.5%	
Total Operating Revenues	108,503,089	112,729,765	122,271,050	9,541,285	8.5%	
Operating Expenses:						
Instruction	63,952,588	73,532,581	79,465,079	5,932,498	8.1%	
Academic Support	10,108,715	11,463,203	12,736,650	1,273,447	11.1%	
Research	5,069,234	3,692,324	4,001,797	309,473	8.4%	
Public Service	6,936,054	8,094,078	7,505,735	(588,343)	-7.3%	
Hospitals and Clinics	-	-	-	-	-	
Institutional Support	14,160,790	16,631,924	19,813,066	3,181,142	19.1%	
Student Services	12,904,711	12,684,851	12,577,677	(107,174)	-0.8%	
Operations and Maintenance of Plant	11,774,410	12,491,412	13,938,471	1,447,059	11.6%	
Scholarships and Fellowships	28,059,629	25,722,474	27,613,280	1,890,806	7.4%	
Auxiliary Enterprises	12,614,475	14,503,313	12,323,564	(2,179,749)	-15.0%	
Depreciation and Amortization	10,988,322	12,087,159	13,295,875	1,208,716	10.0%	
Total Operating Expenses	176,568,928	190,903,319	203,271,194	12,367,875	6.5%	
Operating Surplus/Deficit	(68,065,839)	(78,173,554)	(81,000,144)	(2,826,590)	3.6%	
Budgeted Nonoperating Revenues (Expenses):						
State Appropriations & HEAF	66,336,475	74,837,608	75,219,358	381,750	0.5%	
Gifts in Support of Operations	1,480,210	1,205,263	1,707,323	502,060	41.7%	
Net Investment Income	2,677,219	1,593,993	1,519,900	(74,093)	-4.6%	
Other Non-Operating Revenue	-	-	-	-	-	
Other Non-Operating (Expenses)	-	-	-	-	-	
Net Non-Operating Revenue/(Expenses)	70,493,904	77,636,864	78,446,581	809,717	1.0%	
Transfers and Other:						
AUF Transfers Received	-	-	-	-	-	
AUF Transfers (Made)	-	-	-	-	-	
Transfers for Debt Service - Interest	(2,990,976)	(2,862,651)	(4,472,514)	(1,609,863)	56.2%	
Total Transfers and Other	(2,990,976)	(2,862,651)	(4,472,514)	(1,609,863)	56.2%	
Budget Margin (Deficit)	(562,911)	(3,399,341)	(7,026,077)	(3,626,736)	106.7%	
Reconciliation to Change in Net Assets:						
Net Non-Profit Health Corp Activity	-	-	-	-	-	
Net Inc./ (Dec.) in Fair Value of Investments	3,196,076	-	-	-	-	
Interest Expense on Capital Asset Financings	(180,550)	-	-	-	-	
Capital Approp., Gifts and Sponsored Programs	478,860	150,000	175,000	25,000	16.7%	
Additions to Permanent Endowments	90,922	155,575	100,000	(55,575)	-35.7%	
Transfers for Debt Service - Principal	(3,010,633)	(3,847,353)	(4,011,681)	(164,328)	4.3%	
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-	
Transfers and Other	2,662,697	41,629,676	1,601,976	(40,027,700)	-96.2%	
SRECNA Change in Net Assets	\$ 2,674,461	34,688,557	(9,160,782)	(43,849,339)	-126.4%	
Total Revenues and AUF Transfers	\$ 178,996,993	190,366,629	200,717,631	10,351,002	5.4%	
Total Expenses (Including Transfers for Interest)	(179,559,904)	(193,765,970)	(207,743,708)	(13,977,738)	7.2%	
Budget Margin (Deficit)	\$ (562,911)	(3,399,341)	(7,026,077)	(3,626,736)		
Reconciliation to Use of Prior Year Balances						
Depreciation		12,087,159	13,295,875			
Capital Outlay		(9,857,332)	(8,255,338)			
Transfers for Debt Service - Principal		(3,847,353)	(4,011,681)			
Budgeted Transfers		(660,052)	(514,806)			
Use of Prior Year Balances		(5,676,919)	(6,512,027)			

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X. Data Summary

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