

**UT Health Science Center – San Antonio
Compact for FY 10 – FY 11**

Mission: The mission of The University of Texas Health Science Center at San Antonio is to serve the needs of the citizens of Texas, the nation, and the world through programs committed to excellence and designed to:

- educate a diverse student body to become excellent health care providers and scientists
- engage in biomedical research focused on seeking information fundamental to the prevention, diagnosis and treatment of disease
- provide compassionate and culturally competent state of the art clinical care
- enhance community health awareness, education and practices thereby improving the wellness of the citizenry.

Top 5 Priorities for FY 10 – FY 11:

1. Implementation of the Institute for the Integration of Medicine and Science which will house HSC's CTSA Grant
2. Successful recruitment of a nationally recognized Dean of the Graduate School of Biomedical Sciences
3. Right size the Cancer Therapy Research Center and assure successful clinical and research growth
4. Increase formula/special item funding from local state and federal sources to support and improve management and administration of programs on all campuses
5. Better define solutions to address ongoing deferred maintenance issues including fire, life, safety and information technology

I. Performance Summary Table and Analysis

Indicator	Past		Current	Goal	Explanation
	2004	2007			
Fall Enrollment (grad/prof)	2004	2007	2008	2011	
Health Professions	241	287	309	376	Projected increased enrollment in the Master's degree programs
Biomedical Sciences	318	363	404	375	Adjust enrollment as market demands
Dental	395	427	472	472	Enrollment increased by 2-3 students per year as part of pre-clinical lab extension but has now leveled off
Medical	816	869	884	910	Increase enrollment by 10 students per year over five years beginning in fall 2007.
Nursing (graduate)	268	227	217	204	Adjust graduate nursing enrollment based on faculty availability and market demand
All Sponsored Research Expenditures	\$119,279,555 (2004) \$146,338,142 (2007)		\$188,620,797 (2008)	\$205,000,000	Increase total sponsored research by an average of 3.3% per year over the next five years using FY 2007 as the baseline
Federal Sponsored Research Expenditures	\$86,854,337 (2004) \$95,132,294 (2007)		\$120,810,903 (2008)	\$130,700,000	Increase federal sponsored research by 2-3% per year
Uncompensated Health Care According to the State Definition – physicians only	\$77,586,366 (2003) \$86,259,640 (2007)		\$116,127,427 (2008)	\$118,500,000	Formulate a plan to address uncompensated care over the next five years
Net Clinical Revenue	\$70,438,402 (2003) \$94,593,435 (2007)		\$92,661,581 (2008)	\$102,200,000	Increase by at least 3.5% each year over next 5 years; however 2007 saw a large one-time bonus of Medicaid UPL funds (\$13.3M) that represented a 2.5 year period. The UPL funds dropped to \$2.1M in 2008
Primary Investigators (PIs) with external funding over \$1,000,000	41 (2007)		57 (2008)	61	Increase a net gain of 2 PIs per year with \$1M extramural funding over the next 5 years; exceeded goal for 2008 with an increase of 16
Number of funded and filled endowed chairs and professorships	85 (2007)		102 (2008)	145	Increase number of endowed chairs and professorship positions to 145 by 2011

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II. Update Strategic Initiatives from 2008 Compact

a. Completed Initiatives

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Involve all schools in the development and implementation of Quality Enhancement Plan	Identify faculty members from all 5 schools	Faculty members from all five schools have been identified and added to QEP Development and Operations Team (for SACS)	Increase # of faculty involved in case-based teaching	The QEP was presented to three Curriculum Committees, and course directors for case-based teaching pilot project were recruited
2. Provide an employee health and wellness center	Enhanced health status of employees and students	Charter members enrolled and continued maximization of enrollment for a healthy workforce as well as a healthy community	Healthier workforce	The fitness center was constructed in 2009 and charter members were enrolled Fall 2008 to early 2009 The facility will be in full operation June 2009 and will continue to maximize enrollment
3. Conduct successful capital campaign to secure adequate support for the endowment and construction of the Research Tower	Recognized need for funding to support increased r	As of 5-8-09, \$300M raised of \$300M campaign goal.	\$300 M (\$150 M to endowed and research support)	100% of capital campaign goal of \$300M met; \$15M campaign for South Texas Research Facility will continue

b. Ongoing Initiatives

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Complete construction, equip and staff Medical Arts and Research Center, and refine clinical product lines for the MARC as well as the Cancer Therapy Research Center	Floor turnover schedule; product lines defined	Development of governance and compensation models, individual and work unit financial performance, and quality indicators i.e. access, patient satisfaction.	MARC complete and product lines in operation	<ul style="list-style-type: none"> * MARC committees lead build out * Meet or exceed budget targets for MARC, CTRC and UT Medicine * MARC service lines defined and operational plans developed no later than July 2009 * MARC complete no later than 9/09; (phased move-in Aug to Nov) * CTRC product lines defined no later than 09/10 * Timelines and detailed work plans developed for each operational and support area
2. Complete programmatic planning for the South Texas Research Facility and optimize the utilization of research space	Recognized space need to grow research enterprise	Continue capital campaign to finance \$15M needed for construction of the South Texas Research Facility.	Facility completed and occupied by spring 2011	Complete space needs assessments, secure remaining funding dedicated to the STRF construction, and continue recruitment of leading scientists by the end of calendar year 2010
3. Right Size UT Medicine and enhanced integration into the School of Medicine	Effective and efficient operations	Removal of redundancies, increased efficiencies, organizational alignment -- all with minimal affect	Phase I completed 9/2009; full integration 8/2011	<ul style="list-style-type: none"> * Integration plan and communication plan developed and approved by UT System * Initial townhalls with all UTM employees conducted.

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	Impact (Metrics)	Analysis	Goal	Next Steps
4. Create a Center for Patient Safety and Health Policy	Recognized Center of Excellence	Increase quality and safety of clinical care, enhance successful practices knowledge, integrate efforts into health services/ outcomes research and health policy, incorporate for training next generation	Train, implement quality and safety: contain cost	<ul style="list-style-type: none"> * Continue recruitment of clinical leaders and provide 2 courses per year. * Share QI projects with practice's Quality committee * Share return on investment results of QI projects * Implement disclosure of training of faculty with hospital partners

III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 09-10, 10-11
1. Enhance and/or establish programs to support the development of future faculty in clinical or scientific disciplines	Identifying new and revising existing programs	Expand programs to encourage future academicians	Develop new electives in curricula; revise existing programs
2. Assist schools and faculty in accurately measuring student learning outcomes for courses	Quality assessment skills	Competent graduates	Offer courses through the Academic Center for Excellence in Teaching; new faculty orientations to develop assessment skills
3. Re-align UT Medicine structure	Establishment of an effective business model	Effective collection model	Continue to review current structure to ensure further refinement

IV. UT System Strategic Plan Initiatives

a. New Clinical Programs/Products

The School of Medicine continues to develop the following multi-specialty service lines: the Heart, Lung, and Vascular Center; the Digestive Disease Center, the Musculoskeletal Institute, the Primary Care Center, the Wound Healing Center, and the Center for Healthy Aging. Our activities have focused on the operational integration that will occur when these services move to combined space in the Medical Arts and Research Center. We have also begun developing marketing materials related to these services. Marketing materials for Primary Care and the Musculoskeletal Institute have been used for internal marketing within the Health Science Center.

b. Information Security Plan

The Information Security Program (ISP) is tasked with providing University personnel operational, managerial and technical tools needed in managing vast number of risks associated with operating information technology. It is also tasked with assisting system owners in protecting and defending information systems from threats that would adversely affect its availability, confidentiality or integrity. Strategic initiatives include: conducting assessments, increasing system user's awareness of information security and their responsibilities, and monitoring for cyber attacks. Details to strategic initiatives may be found in the 2009 Institutional Information Security Program Plan for the UT-HSC SA, dated March 3, 2009. The ISP is generally modeled after UT System ISP and other State of Texas and US federal laws, policies, standards, procedures, and guidelines. The Chief Information Security Officer reports directly to the Chief Information Officer and indirectly to the President.

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V. System Contributions and Investments

a. Summary of STARS and special PUF investments

	FY 05	FY 06	FY 07	FY 08	FY 09	Description/Metrics of Impact
STARS Program	--	--	\$1,250,000	\$1,400,000	\$1,750,000	Additional \$7 million in external awards; applying for clinical trial funding; and launched a new initiative with UTSA on anti-tumor immunity.
ENTER Program	--	--	\$150,000	\$252,897	--	Initiate a Doctorate in Nursing Practice and expand undergraduate nursing enrollment.

b. Other System contributions

The UT System should participate in allocating resources to System members that have a strategic plan in place to meet their institutional mission and goals. There also needs to be support from legislative bodies to fund increased higher education needs in order to close the gap. Tuition Revenue Bonds and Permanent University Funds are essential to address capital needs.

VI. 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
Medical/Health	48	75	98	55	51	65	46	438

Comments: Future positions 1) are contingent upon increased funding; 2) may need to be reallocated from existing funding; and/or 3) are contingent upon increased enrollment.

VII. Status of Campus Strategic/Long-Range Plan: The UTHSCSA Strategic Plan was finalized and approved by the Executive Committee in February 2007. There were minor modifications due to branding in 2008. The website link to the current plan is <http://www.uthscsa.edu/vpaa/docs/StrategicPlan2007-2012.pdf>

VIII. Campus Consultation to Develop Compact: The Compact was developed with input from all Executive Committee members, their constituents, the Faculty Assemblies of each school, the Student Government Association, and the Faculty Senate at UTHSCSA through the Strategic Plan process. The Compact follows the Strategic Plan developed for UTHSCSA.

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IX. Budget

**The University of Texas Health Science Center at San Antonio
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	\$ 24,688,821	21,618,389	22,312,625	694,236	3.2%
Federal Sponsored Programs	111,690,508	116,123,433	160,860,001	44,736,568	38.5%
State Sponsored Programs	7,032,350	2,393,697	3,296,405	902,708	37.7%
Local and Private Sponsored Programs	91,403,847	76,181,953	82,524,256	6,342,303	8.3%
Net Sales and Services of Educational Activities	40,085,501	43,891,700	44,197,400	305,700	0.7%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	94,941,385	88,748,594	112,640,479	23,891,885	26.9%
Net Auxiliary Enterprises	4,130,027	3,435,000	4,931,900	1,496,900	43.6%
Other Operating Revenues	7,006,507	10,463,498	7,011,936	(3,451,562)	-33.0%
Total Operating Revenues	380,978,946	362,856,264	437,775,002	74,918,738	20.6%
Operating Expenses:					
Instruction	246,136,182	251,164,503	260,241,671	9,077,168	3.6%
Academic Support	28,734,074	30,600,276	33,203,350	2,603,074	8.5%
Research	117,468,899	114,809,511	187,846,167	73,036,656	63.6%
Public Service	26,527,593	25,560,531	27,080,990	1,520,459	5.9%
Hospitals and Clinics	46,887,305	49,755,968	54,135,321	4,379,353	8.8%
Institutional Support	29,341,776	35,759,647	33,326,295	(2,433,352)	-6.8%
Student Services	2,322,459	1,826,076	2,069,079	243,003	13.3%
Operations and Maintenance of Plant	30,927,254	28,782,573	28,589,401	(193,172)	-0.7%
Scholarships and Fellowships	1,955,207	1,825,446	2,239,996	414,550	22.7%
Auxiliary Enterprises	4,313,466	4,284,612	5,216,487	931,875	21.7%
Depreciation and Amortization	22,804,861	26,000,000	31,500,000	5,500,000	21.2%
Total Operating Expenses	557,419,076	570,369,143	665,448,757	95,079,614	16.7%
Operating Surplus/Deficit	(176,440,130)	(207,512,879)	(227,673,755)	(20,160,876)	9.7%
Budgeted Nonoperating Revenues (Expenses):					
State Appropriations & HEAF (Non-capitalized)	153,783,437	170,108,682	170,021,045	(87,637)	-0.1%
Gifts in Support of Operations	23,266,442	8,250,000	28,250,000	20,000,000	242.4%
Net Investment Income	27,800,966	28,523,451	29,111,033	587,582	2.1%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
Net Non-Operating Revenue/(Expenses)	204,850,845	206,882,133	227,382,078	20,499,945	9.9%
Transfers and Other:					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(953,438)	(5,820,339)	(8,978,542)	(3,158,203)	54.3%
Total Transfers and Other	(953,438)	(5,820,339)	(8,978,542)	(3,158,203)	54.3%
Budget Margin (Deficit)	27,457,277	(6,451,085)	(9,270,219)	(2,819,134)	43.7%
Reconciliation to Change in Net Assets:					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	49,672,695	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	8,154,528	3,250,000	8,000,000	4,750,000	146.2%
HEAF (Capitalized)	-	-	-	-	-
Additions to Permanent Endowments	18,942,499	7,000,000	15,000,000	8,000,000	114.3%
Transfers for Debt Service - Principal	(10,921,203)	(10,730,487)	(13,308,337)	(2,577,850)	24.0%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	95,575,652	40,000,000	20,000,000	(20,000,000)	-50.0%
SRECNA Change in Net Assets	\$ 188,881,448	33,068,428	20,421,444	(12,646,984)	-38.2%
Total Revenues and AUF Transfers	\$ 585,829,791	569,738,397	665,157,080	95,418,683	16.7%
Total Expenses (Including Transfers for Interest)	(558,372,514)	(576,189,482)	(674,427,299)	(98,237,817)	17.0%
Budget Margin (Deficit)	\$ 27,457,277	(6,451,085)	(9,270,219)	(2,819,134)	
Reconciliation to Use of Prior Year Balances					
Depreciation		26,000,000	31,500,000		
Capital Outlay		(9,000,000)	(10,200,000)		
HEAF (Capitalized)		-	-		
Transfers for Debt Service - Principal		(10,730,487)	(13,308,337)		
Budgeted Transfers		1,106,000	1,129,000		
Use of Prior Year Balances		924,428	(149,556)		

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X. Data Summary

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduate enrollment	762	903	907	894	799	677	684	649	774
Health Professions	341	418	379	347	328	285	266	236	281
Nursing	421	485	528	547	471	392	418	413	493
Graduate/professional enrollment	1,781	1,762	1,821	1,860	2,038	2,098	2,141	2,173	2,286
Health Professions	134	109	146	205	241	278	273	287	309
Biomedical Sciences	272	277	320	314	318	371	375	363	404
Dental	402	396	404	397	395	402	407	427	472
Medical	824	829	822	816	816	827	849	869	884
Nursing	149	151	129	128	268	220	237	227	217
Total enrollment	2,543	2,665	2,728	2,754	2,837	2,775	2,825	2,822	3,060
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Undergraduate degrees									
Certificates: Health Profs	55	157	213	212	155	170	153	184	196
Baccalaureate: Health Profs	143	131	42	64	70	92	102	127	136
Baccalaureate: Nursing	236	168	220	238	253	265	168	207	189
Graduate/prof degrees/certs									
Health Professions	37	33	48	50	51	59	91	81	83
Biomedical Sciences	52	55	46	60	61	49	63	70	59
Dental	107	104	103	112	97	102	94	105	107
Medical	196	195	193	194	199	194	191	196	204
Nursing	46	56	46	31	28	43	49	88	70
Total grad/prof	438	443	436	447	436	447	488	540	523
<i>academic year</i>				02-03	03-04	04-05	05-06	06-07	07-08
Accredited resident programs				53	54	53	51	50	51
Residents in accredited programs				617	624	630	652	667	670
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Federal research expenditures	\$58,600,224	\$66,852,477	\$83,760,708	\$86,854,337	\$89,661,741	\$95,125,850	\$95,110,395	\$95,132,294	\$120,810,903
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty		1,393	1,404	1,405	1,494	1,528	1,562	1,567	1,604
Administrative		126	126	125	133	140	147	148	156
Other, Non-Faculty		2,995	3,090	3,009	3,075	3,054	3,101	2,988	2,672
Student employees		607	551	440	480	512	561	490	356
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Hospital days	123,266	224,311	202,000	224,366	228,213	259,763	291,454	304,895	
Outpatient visits	915,725	854,046	834,000	1,110,429	676,004	704,164	840,031	823,712	
Un-sponsored charity care	\$60,729,594	\$60,602,900	\$70,149,189	\$77,586,366	\$85,647,220	\$98,545,392	\$101,866,765	\$86,314,112	\$114,258,294
Note: The overall decline in the amount of un-sponsored charity care by faculty reported in FY 06-07 is the result of physician UPL payments which offset the amount of un-sponsored charity care. The payments received in FY 06-07 included one-time payment fo									
<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	\$293,090	\$252,520	\$226,799	\$246,573	\$278,385	\$319,886	\$346,235	\$405,177	\$409,307
(in \$ thousands)									