



STRATEGIC PLAN
for
THE UNIVERSITY OF TEXAS AT DALLAS



The University of Texas at Dallas has a story to tell.

It's a story still being written, sparked by the vision of our founders, and continuing half a century later.

Within the pages of this Strategic Plan is the collective vision of our community for the future of UT Dallas. It is our attempt to add to the story of this dynamic, young university and to point to the brilliant horizon before us. As we move forward, our gleaming future will benefit our community, our state, our nation and, yes, our world.

Thank you for your interest in UT Dallas.

RICHARD C. BENSON

President

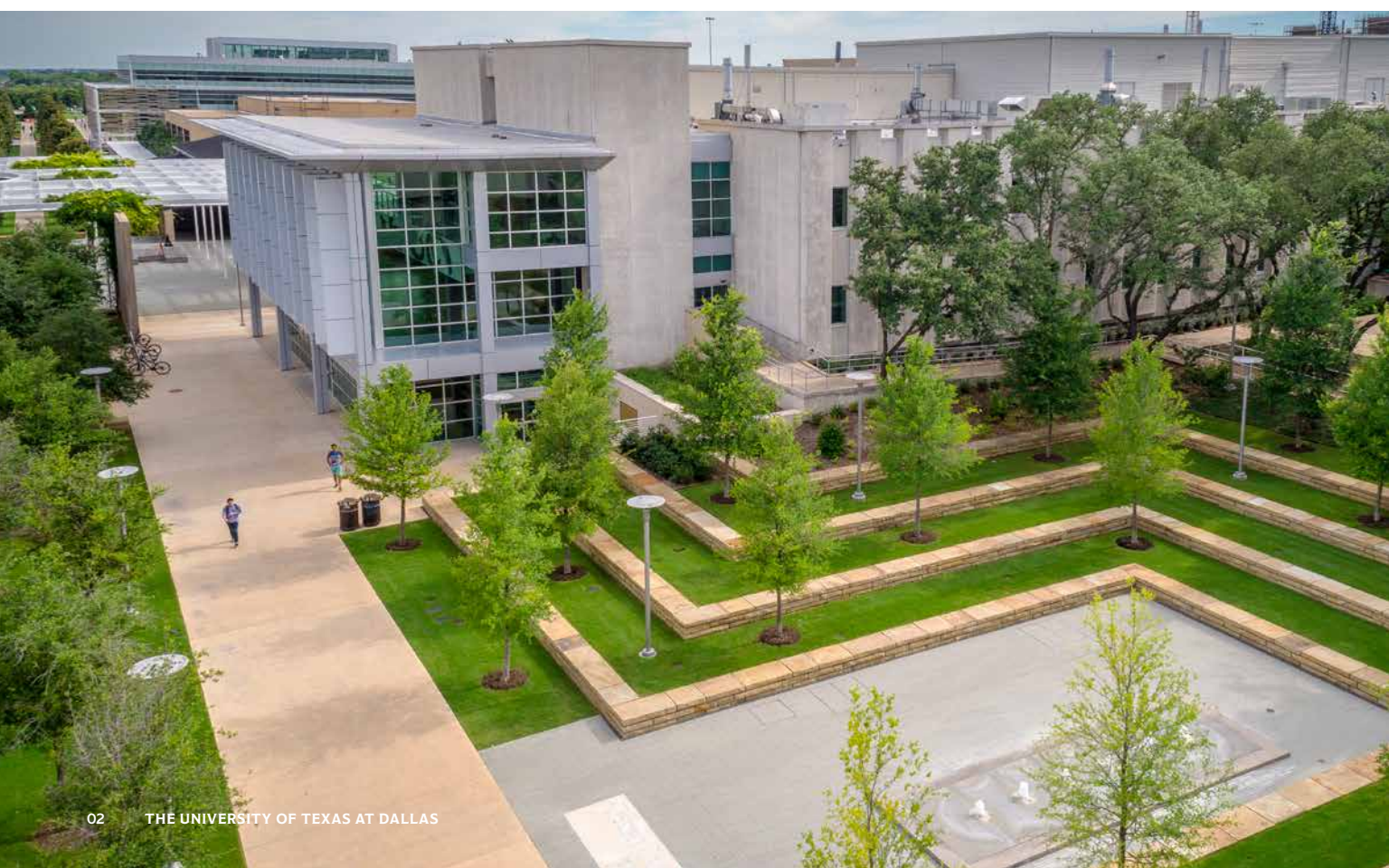
Eugene McDermott Distinguished

University Chair of Leadership



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Prologue

THE UNIVERSITY OF TEXAS AT DALLAS (UT Dallas) has experienced profound and significant growth in recent years, becoming an energetic, top-tier national research institution that embodies innovation and collaboration. For that momentum to continue, it is essential to understand the University's past, assess its present and think carefully about its future. The following document focuses on that future and acknowledges the unusual road map to excellence that has made UT Dallas distinctively different.

In 2019–2020, UT Dallas will celebrate 50 years as a public university and a component of The University of Texas System. The University's roots, however, go back to 1961 when three founders of Texas Instruments—Eugene McDermott, Erik Jonsson and Cecil Green—established the Graduate Research Center of the Southwest as a source of advanced research, and trained scientists to benefit the state and the nation.

In 1969, the small, privately funded institute, then the Southwest Center for Advanced Studies, was given to the State of Texas and became The University of Texas at Dallas. But, in operational terms, UT Dallas is much younger.

Until 1975, the University was not allowed to enroll undergraduates and did not have the buildings and faculty for these students. Furthermore, after 1975, state law allowed UT Dallas to enroll only juniors and seniors, to mount programs that did not compete with existing academic programs in the region, and restricted engineering courses and degrees.

In 1988, after concerted efforts by Dallas civic leaders, the University gained the authority to offer degrees in electrical engineering. A second campaign by the same leaders then led to the admission of freshmen and sophomores, with the first classes enrolling in 1990. Not until 2003 did the Texas Legislature remove all of the restrictions that had curbed the growth and development of UT Dallas.

Today, excellence is embedded at the University. The Carnegie Commission on Higher Education designated UT Dallas as an “R1” doctoral-granting university of the highest research activity. The faculty includes a Nobel laureate as well as members of the National Academy of Sciences and the National Academy of Engineering, and the most recent freshman class featured 157 National Merit Scholars, one of the highest numbers in the state.

The campus community must think deeply about how UT Dallas will build upon this foundation of excellence and create the future long envisioned for the University. Prior strategic plans all had the same dominant theme, namely that UT Dallas must increase the size of its faculty to reach its full potential and fulfill the role needed by the state. Excellence at the University will only increase as the size and quality of the faculty increases.

Hence, this plan specifies critical issues that must be addressed successfully during the next five years for UT Dallas to continue its meteoric trajectory to be one of the world's great universities.

- 1969**
SCAS becomes UT Dallas
- 1975**
First juniors and seniors admitted
- 1988**
Electrical engineering degrees first offered
- 1990**
First freshmen and sophomores admitted
- 1998**
UT Dallas becomes part of the American Southwest Conference—an NCAA Division III conference
- 2000**
McDermott Scholars program launched
- 2003**
Texas Legislature removes all growth restrictions
- 2009**
First student residence hall and dining hall open on campus
- 2014**
In its first comprehensive campaign—Realize the Vision: The Campaign for Tier One and Beyond—UTD raises more than \$273 million
- 2016**
UT Dallas achieves Carnegie “R1” classification
- 2019–2020**
University celebrates 50th anniversary

Vision, Mission and Aspirations



UT Dallas has capitalized on its origins and location, transforming into a large and selective public university. The future requires that the University continue to strive for excellence in all academic areas with a commitment to its guiding principles.

OUR ENDURING VISION

To be one of the nation's best public research universities and one of the great universities of the world.

OUR MISSION

The University of Texas at Dallas provides the State of Texas and the nation with excellent, innovative education and research. The University is committed to graduating well-rounded citizens whose education has prepared them for rewarding lives and productive careers in a constantly changing world; to continually improving educational and research programs in the arts and sciences, engineering and management; and to assisting the commercialization of intellectual capital generated by students, staff and faculty.





OUR GOALS

The University of Texas at Dallas aspires to be:

- 1 A top-tier public research university with collaborative centers of excellence, prepared to meet the challenges of a rapidly changing, technology-driven global society
- 2 A force in innovative, transdisciplinary research and education in emerging areas of technology, science and learning
- 3 A groundbreaking leader in both framing and answering the questions faced by business, policymakers, health care and the public
- 4 A synergistic partner with local industry, government and cultural organizations as well as local K-12 schools, community colleges and universities
- 5 A responsible global citizen that enthusiastically attends to our duty to create a sustainable environment
- 6 One of the most creative and innovative universities in the world

OUR STORY

Chronicling the accomplishments of The University of Texas at Dallas remains imperative to the University's vision and a source of pride for stakeholders. The fact that *Times Higher Education* consistently ranks UT Dallas among the top universities in the United States less than 50 years old might be adequate to satisfy the curiosities of some. But the story of UT Dallas extends beyond this one measure. Consider some of the University's other notable achievements:

UT Dallas has been recognized as one of the best values in U.S. higher education by several respected publications, including *Kiplinger's Personal Finance*, *The Princeton Review*, *Forbes*, *Money Magazine* and *U.S. News & World Report*.

In 2017, UT Dallas met the requirements to receive funding allocations from the State of Texas National Research University Fund (NRUF).

Since 2000, enrollment has increased from 11,000 to more than 27,000 students.

The University's first comprehensive campaign, which concluded in 2014, raised \$273 million.

In 2015, Aziz Sancar PhD'77 became the first alumnus to win the Nobel Prize.

Three graduate programs—audiology, online business and online MBA—are ranked in the top 10 in the nation, according to *U.S. News & World Report*.

Since 2007, 11.5 million square feet and \$1.5 billion in new and renovated space have been added to campus.



OUR ASPIRATION

For UT Dallas to build on its successes, it must continually be compared to the finest research universities in the United States. With the encouragement and support from The University of Texas System and the Board of Regents, the University identified seven benchmark institutions:

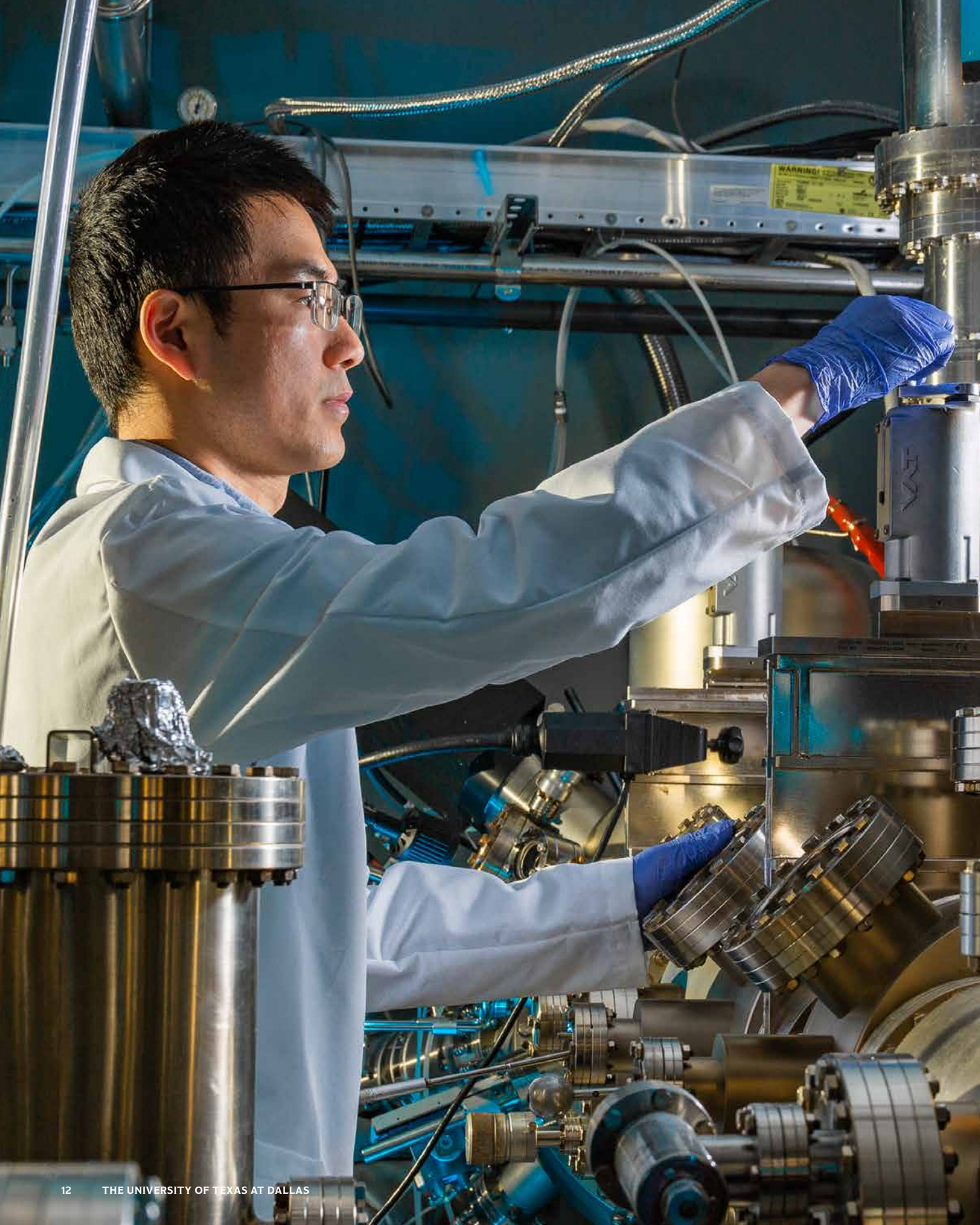
- University of California, Berkeley
- University of California, Santa Barbara
- University of Colorado Boulder
- Georgia Institute of Technology
- Iowa State University
- University of Maryland
- Purdue University

UT Dallas will use these institutions to compare its progress in research advancement, student retention rates, student-to-faculty ratios, diversity, degrees produced, state support received, and tuition and fees generated.

All seven are members of the Association of American Universities (AAU); three are land-grant universities; and three award medical doctorates. UT Dallas does not share these attributes but aims to have a research portfolio that would be comparable to all 62 universities that make up the AAU.

The University will understand and emulate the attributes of these benchmark institutions and all members of the AAU. By studying and learning from excellent universities, UT Dallas will continue to improve its quality and worldwide impact.





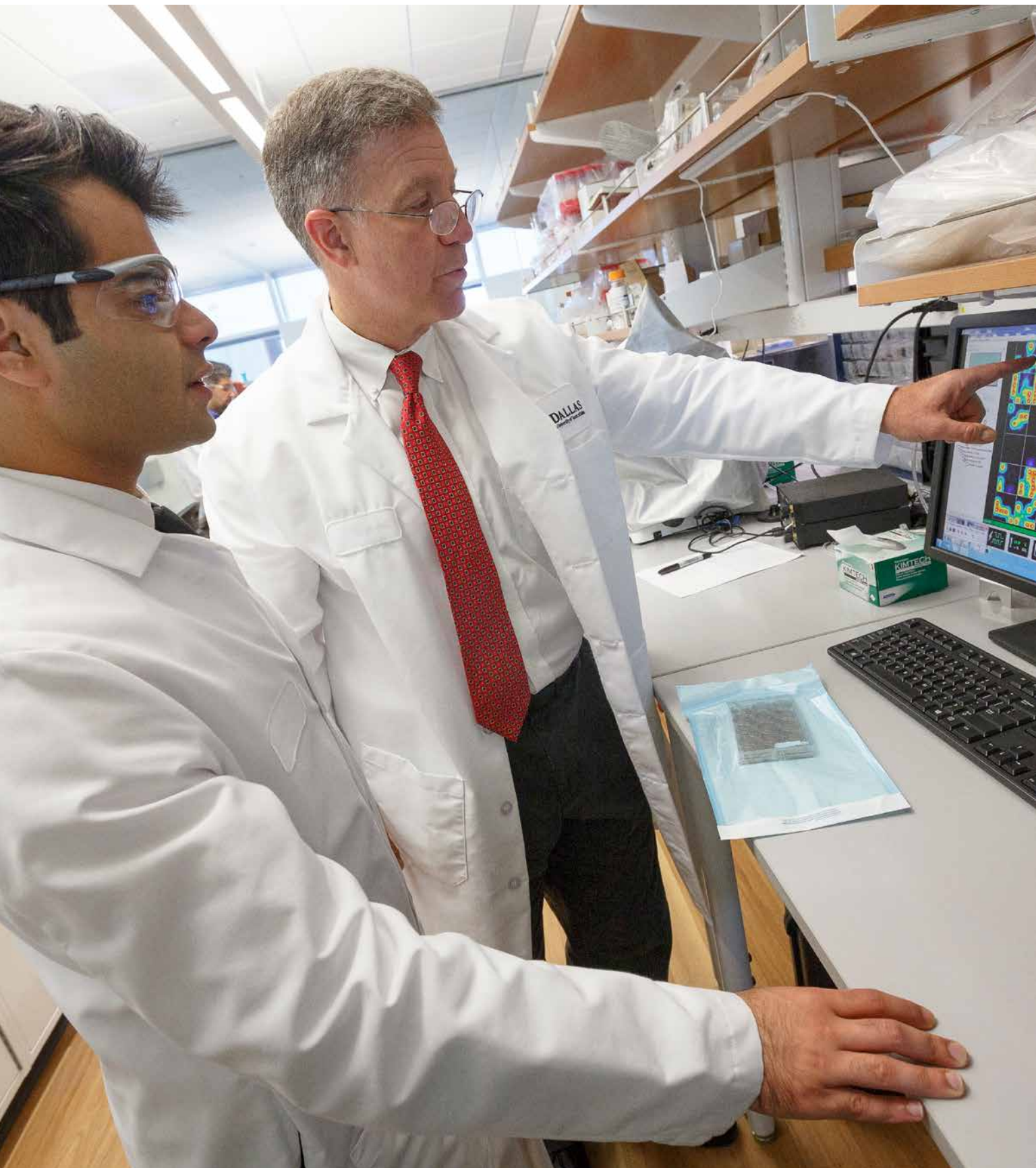
Measuring Progress

In early 2017, more than 50 faculty, staff and students collaborated and identified key actions that must be taken to continue UT Dallas' ascent. Their work, represented in the themes and initiatives of this plan, expands the vision of the University's founders.

QUANTITATIVE TARGETS

Although not every initiative can be measured directly, the following targets have been set to quantify the University's aspirations and, ultimately, gauge their progress. From the current academic year, 2017-18, to academic year 2022-23, we seek to:

- Increase undergraduate enrollment from 18,388 to **23,000**.
- Increase graduate enrollment from 9,254 to **12,000**.
- Increase the annual number of doctoral graduates from 195 to **300**.
- Increase the number of first-time-in-college freshmen from 3,177 to **3,900**.
- Increase academic space from 1,781,065 square feet to **2,300,000 square feet**.
- Increase tenure-system faculty from 580 to **710**.
- Increase federal research expenditures from \$36 million to **\$60 million**.
- Increase the four-year graduation rate from 53% to **60%**.
- Increase the six-year graduation rate from 69% to **75%**.
- Increase the third quartile SAT score for incoming freshmen from 1420 to **1440** and the first quartile SAT score from 1230 to **1250**.
- Increase the third quartile ACT score for incoming freshmen from 32 to **33** and the first quartile ACT score from 26 to **27**.
- Increase the endowment from \$502 million to **\$750 million**.





STRATEGIC THEME 1

Attract Talent

Recruit the Highest Quality Students, Faculty, Staff and Administrators

The competition for talent is a fierce and decisive element in the economic development and success of the nation. Thus, UT Dallas must attract the best students, faculty, staff and administrators.

The University must offer appealing positions to hire and retain the best and brightest staff. UT Dallas will become an employer of choice where ambitious professionals see the University as an ideal destination.

To attract students UT Dallas must provide rigorous academic experiences that teach them to think critically and skills vital to success in the workplace.

SUPPORTING INITIATIVES

1. Recruit the best and brightest students from around the globe.
2. Improve the recruitment and retention of underrepresented students.
3. Increase matriculation from Texas community colleges.
4. Recruit excellent faculty members across all University disciplines.
5. Recruit outstanding staff to support University operations.
6. Recruit women and underrepresented groups for faculty, staff and administrative positions.
7. Periodically survey the campus to ensure that our culture is "best in class" to accomplish the preceding objectives.





STRATEGIC THEME 2

Enrich the Student Experience

Guarantee a Comprehensive Approach to Student Success

Creating an environment in which all students can be successful is a critical component of this plan. With the rapid growth in enrollment, UT Dallas must ensure that they are fully engaged and prepared for a life of contribution, leadership and fulfillment.

UT Dallas will continue to inspire a culture of academic excellence that develops well-rounded students, to respond to the needs of a diverse population, and to use the most advanced technologies that enhance both teaching and learning. With technology, the University will reach far more students than through traditional instruction and will go beyond online learning by using new approaches such as “hybrid” and “flipped” classrooms.

UT Dallas will ensure students gain marketable skills and service learning opportunities that help them develop as effective employees and citizens.

The University will develop and enhance its systems that support student success by creating opportunities and services for all students—from matriculation to graduation. Faculty, staff and administrators will work together to ensure that students accomplish judicious progress toward earning a degree.

UT Dallas will be a vibrant residential campus with quality classrooms. Common spaces will promote students’ well-being and quality of life, including study, collaboration, dining, sports and recreation.

SUPPORTING INITIATIVES

1. Implement our new student success initiative—Orbit: Keeping New Comets on Course.
2. Utilize new predictive analytics to enhance student success.
3. Increase on-campus internship and research opportunities.
4. Integrate curricular and co-curricular activities to ensure a comprehensive student experience.
5. Develop a comprehensive and coordinated advising system that provides a clear path from matriculation to graduation.
6. Develop majors in emerging fields that prepare students for 21st-century employment.
7. Increase the use of new technologies to support teaching and learning.
8. Effectively utilize full-time and part-time instructors to enhance learning.
9. Enhance the use of peer-mentor team teaching.
10. Increase space to support study, collaboration and extracurricular activities.
11. Build and develop an interdisciplinary makerspace.
12. Optimize the use of available classroom space.



STRATEGIC THEME 3

Engage Globally

Integrate Our Curriculum with the Modern World

Crossing boundaries and encouraging creative partnerships have been keys to the success of UT Dallas. So as the world becomes increasingly interconnected, the University must be at the forefront of global education, conversation and support services.

Global education, an integral part of the learning process, will include opportunities for students to study and intern abroad, a curriculum that offers an international perspective in every discipline, and the development of worldwide research networks by faculty.

Global conversations will include programs that foster intercultural understanding, interaction and collaboration within the campus community and with international partners. This will help students become interculturally competent graduates prepared for a competitive workforce.

Global support services will include programs for international students and faculty, as well as partnerships with universities, organizations and alumni abroad to attract the best talent to UT Dallas.

SUPPORTING INITIATIVES

1. Increase the number of students in study abroad programs.
2. Encourage all four-year undergraduate students to complete one course in a topic related to globalization or diversity of traditions.
3. Grow the geographic diversity and scope of partnerships with other universities for additional study abroad and exchange opportunities.
4. Provide additional internship and job opportunities through partnerships with companies in North Texas, the United States and abroad.
5. Enhance intercultural competence programs for students, faculty and staff to encourage greater understanding, interaction and collaboration within the UT Dallas community.





STRATEGIC THEME 4

Enrich the Arts

Increase our Commitment to and Appreciation for the Arts

As an expression of human intellect and creativity, the arts play an important role at UT Dallas by enhancing the University's focus on science, technology, engineering and mathematics.

But to ensure that UT Dallas develops versatile individuals, the University must integrate the arts fully into its vision and the experience of its students.

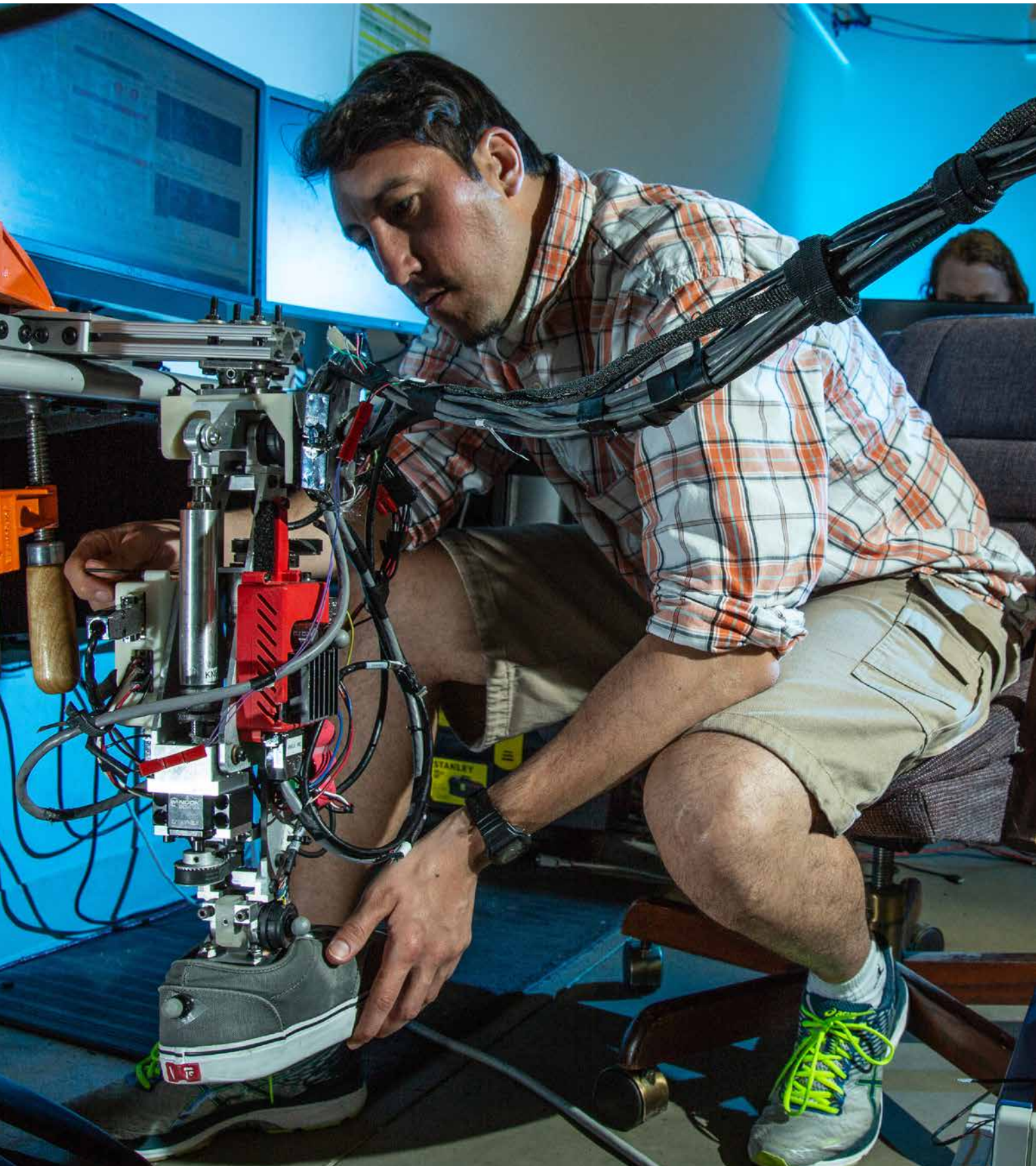
UT Dallas will develop multidimensional students who have the opportunity to express their creativity through the arts. The University will ensure that students gain an appreciation for the elements of the human experience that deepen that experience and enrich lives.

UT Dallas must create a vibrant, artistic environment commensurate with its aspirations and become a hub for the arts in North Texas.

SUPPORTING INITIATIVES

1. Improve student access to the visual and performing arts.
2. Expand and enhance visual and performing arts facilities and infrastructure at UT Dallas.
3. Establish cultural outreach functions to support University efforts to advance the arts.







STRATEGIC THEME 5

Advance Research

Create New Knowledge to Enhance the Human Experience

Graduate student research and education is in UT Dallas' DNA and continues to be a cornerstone in solidifying the University's path to becoming a nationally prominent institution.

To enhance its reputation for research, UT Dallas must attract and retain outstanding faculty, as well as bolster the number and quality of its doctoral students. Excellent faculty attracts strong students, and obtaining excellent, well-supported doctoral students helps to attract and retain excellent faculty.

The University also must create an atmosphere in which regularly applying for federal funding is expected and rewarded. To increase its productivity and visibility, UT Dallas will create centers in fundable areas that appeal to leading researchers and train postdoctoral and doctoral students to work across multiple disciplines.

The University will increase the number of self-supporting research faculty through incentives, bringing more innovations to the public through commercialization.

Through collaborations with corporations and other universities, UT Dallas will contribute discoveries and take on challenges in research that impact the world.

SUPPORTING INITIATIVES

1. Increase the number and diversity of research-active faculty.
2. Increase the externally funded research portfolio, especially through grants and contracts with federal agencies.
3. Collaborate with corporate partners in North Texas to address applied research problems of shared interest.
4. Increase the number and diversity of doctoral students.
5. Improve the preparedness and graduation rates of doctoral students.
6. Invest in research facilities and services, including cyber-infrastructure, data management and collaborative gateways.
7. Seek recruitment and collaborative research opportunities with partner universities.



STRATEGIC THEME 6

Become an Economic Engine for the Region

Collaborate in Service to Our Community and the World

As a key partner with industry, government, cultural organizations and schools in North Texas, UT Dallas will expand and deepen its networks outside of campus.

The University will help businesses develop their employees' knowledge and skills to expand economic development in the region, the nation and the world.

UT Dallas will collaborate with government and nonprofit organizations to improve society and systems of governance.

The University will continue to be one part of a larger educational system that requires collaborating with K-12 schools, community colleges and other UT System universities to enhance national and global development.

SUPPORTING INITIATIVES

1. Expand entrepreneurship and commercialization programs.
2. Expand collaborations with North Texas firms for research and development, and training.
3. Extend the reach of UT Dallas' training programs to new business, government and nonprofit markets.
4. Expand collaborations with UT Southwestern Medical Center and other UT System institutions.
5. Design and construct spaces and test beds that facilitate innovation and partnerships with community and industry leaders.







STRATEGIC THEME 7

Develop Financial and Administrative Systems That Sustain Excellence

Ensure Business and Organizational Systems Support and Enhance the Teaching and Research Missions

As a steward of public trust, UT Dallas must keep its resources strategically aligned to maintain its status and pursue new initiatives.

The University must generate other outside revenue sources, so that it is less dependent on income from enrollment. When UT Dallas adjusts its distribution of resources, the University must continue to be transparent to ensure that its top priorities are sufficiently financed.

UT Dallas will continue to evaluate its academic, research and administrative units to make sure they contribute to the University's aspirations effectively. Similarly, administrative duties, reporting lines and related decision-making should be changed, as necessary. Depending on the risk, cost and University impact of its results, decision-making should be as decentralized as possible, requiring greater accountability by UT Dallas' leadership.

SUPPORTING INITIATIVES

1. Ensure financial resources are sustainable and aligned with UT Dallas priorities.
2. Ensure organizational structures are effective and support the vision for the University.
3. Leverage services to maximize the return on investment.
4. Ensure that the administrative systems maintain a strong service culture.





STRATEGIC THEME 8

Create a Culture of Philanthropy

Expand the Number and Size of Gifts That Support the Teaching and Research Missions

Over the years, UT Dallas has benefited from great support that has impacted the lives of students, the endeavors of faculty and the scope of campus. In sculpting the next era for the University, alumni and friends will play an increasingly important role, and UT Dallas must facilitate their lifelong engagement to support the advancement of the University’s vision and mission.

UT Dallas must make supporters and their satisfaction central to operations that optimize and increase collaboration in prospect management and research, records management, gift processing, endowment services, donor relations and stewardship.

Enriching the culture of philanthropy across the University is necessary to raise the funds that will improve the quality of programs for education and student success.

SUPPORTING INITIATIVES

1. Provide meaningful engagement opportunities for the relatively small and young alumni base.
2. Increase alumni giving, both in amount and percentage participation.
3. Grow and diversify the University’s endowment.
4. Conduct a comprehensive campaign feasibility and readiness assessment.
5. Undertake a communications and marketing campaign.
6. Increase UT Dallas’ participation at major conferences, government committees and other noteworthy events.
7. Celebrate the University’s 50th anniversary in the academic year 2019-20.





STRATEGIC THEME 9

Ensure a Sustainable, Rewarding Campus Environment

Take Care of Our People, Our Campus and Our Environment

UT Dallas strives to foster a culture that values the development and gratification of its staff and remains strongly committed to providing an environment that supports diversity and sustainability.

To improve work-life balance, the University will study the best practices at other institutions, while emphasizing the principles of public service, human dignity and productivity. UT Dallas will provide opportunities to ensure that the staff’s skills are consistent with the needs of their jobs.

The University will ensure that all staff are highly valued members of the community by reinforcing its ideals of inclusion and professionalism. The University will create a workplace in which both well-being and productivity coexist.

A diversity of people, ideas and perspectives is crucial to UT Dallas’ vision and mission. The University will maintain and expand the community in which faculty, staff and students collaborate to create a warm, inclusive and physically safe environment. UT Dallas will be a place where students, faculty and staff from all backgrounds are welcomed, treated fairly and encouraged in their pursuit of excellence.

The University will continue to embrace sustainability through resource conservation, composting, care of the natural environment and recycling. As the campus grows, UT Dallas will pursue additional measures to minimize its environmental footprint.

SUPPORTING INITIATIVES

1. Enhance employees’ work environment and sense of belonging.
2. Ensure that the work environment is in harmony with other obligations of life.
3. Ensure a sustainable future for the campus and the environment.
4. Ensure that UT Dallas builds on its nimble, service-oriented, caring culture.

