As we consider the previous year, it’s clear that The University of Texas at Dallas is one of the best-quality and best-positioned universities in America.

UT Dallas is unique among the Texas universities striving toward this goal because our challenge is simply to grow—in enrollment, in faculty numbers and in infrastructure. Our quality is unquestioned. Our potential is unlimited. We can move more quickly to greatness with assistance from our state, but with or without it, we remain aimed at that goal.

Other universities in the state and the area will benefit from these efforts, as well. Any time any university in the region improves, we are all better for it. And so we see our work toward this goal as a service not only to our institutional objectives, but also to a service to our region and Texas.

As reflected in this report, we are rapidly making into a major research university. Research expenditures are one important measurement of that status. But acquisition and use of this money is not an end in itself. It is a means to build the institution. It is the fuel that propels us forward on our journey.

Without the research dollars you can’t buy the equipment, you can’t attract the students, and you cannot create the reputation that’s nationally and internationally competitive. I am extremely pleased by our excellent progress in both funded research and in the informal research culture permeating the entire institution.

While we see growth—in enrollment, in faculty size, in research funding, in facilities—as essential to scaling up toward our goal every day is to help our students succeed. And they do, as reflected in some of the stories we tell here.

As we approach the University’s 60th anniversary, it is appropriate to consider how we began, and how we’ve come in realizing our founders’ dreams. Because of their foresight in providing Dallas/Fort Worth with the ingredients for an extraordinary university, because of the quality and excellence that has been and will continue to be the hallmark of this institution, and in view of the very reasonable prospects for continued growth, I believe we will produce the kind of great university that the founders had in mind and that this region urgently needs to secure its continued success.

David E. Daniel
President

To view the Annual Report online go to utdallas.edu/president/annualreport.
With a ranking among the top 100 “Best Value” colleges in the United States according to Kiplinger’s Personal Finance magazine, it’s easy to see why enrollment at UT Dallas reached more than 15,000 in the last year. This record growth tracked with the University’s strategic plan to increase the size of the student body to 22,000 students in the next decade. Also up this academic year was the average SAT score for entering freshmen—1248 from 1240—which is the highest among Texas public universities and among the top 20 for public universities nationally. Longer-term trends reflected significant increases in enrollment, with an approximate 49 percent growth over the last 10 years, or 5,000 students. With expansion in mind, Curt Eley joined UT Dallas as vice president for enrollment management in early 2008, bringing more than 22 years’ experience in higher education. Eley is charged with developing and implementing strategies and programs to ensure growth, enhance diversity and encourage retention. He directly supervises the Offices of the Registrar, Financial Aid and Enrollment Services.

Noteworthy Numbers

The number of new freshmen entering UT Dallas for fall 2008 was 1,057. About 70 percent of that group hailed from the top 25 percent of their collective high school class, and nearly 40 percent came from the top 10 percent. The gender breakdown of the total student body was 55 percent male and 45 percent female. The University’s oldest student was 89 years old, and its youngest was 16. The majority of students called Texas home, but other top states of origin included California, Florida, Illinois, Louisiana, Oklahoma and New York. Full-time students made up 64 percent of the student body. Thirty-six percent were part-time. About 63 percent were undergraduates, with 37 percent focused on graduate degrees.

Innovative Degree Offerings

Another important component of the University’s strategic plan includes adding degrees in sought-after fields. Recently implemented offerings included bachelor’s or graduate degrees in mechanical engineering, finance and supply-chain management, and constitutional law and legislative studies. The addition of these innovative offerings has helped broaden the University’s appeal to an even more diverse group of talented students. Some of the most popular undergraduate majors included:

- Business administration
- Biology
- Electrical engineering
- Accounting and information management
- Interdisciplinary studies
- Computer science

The largest graduate programs included:

- Business administration
- Computer science
- Accounting and information management
- Electrical engineering
- Arts and humanities
- Public affairs

The University’s fastest-growing program, arts and technology, continued to be a big draw for students interested in the convergence of the humanities and the digital age.

Another attraction that helped boost enrollment was the University’s Comet Connection program, which allows students who transfer from community colleges in Texas to lock in their tuition rate for four years from the time they register in the program. Notably, the last fiscal year saw Comet Connection partnerships with all 50 community colleges in the state, as well as Texas’ two private community colleges.

Fall 2008 Student Profile

Official enrollment: 14,944*
Total enrollment: 15,065

Full-time equivalent enrollment: 11,289 (an increase of 3.7% from 2007)

Male: 55%
Female: 45%

Full time: 46%
Part time: 34%

Undergraduate: 63%
Graduate: 37%

*Does not include on-campus adult students in executive and professional programs, who bring the overall total to 15,065.
Students at UT Dallas continue to stand out from their peers at universities across Texas and beyond.

Superstars  Three students were tapped from among thousands of other applicants for prominent national scholarships, including the University’s first undergraduate Fulbright, a U.S. State Department Critical Language Scholarship, and the prestigious Barry M. Goldwater Scholarship—the second for UT Dallas.

With her Fulbright award, Kansas native Rachel Markowitz plans to pursue a degree in international law with an emphasis on Middle Eastern studies.

Molly Wurzer, a 21-year-old political science junior from Houston, will study Arabic with her Critical Language Scholarship. That U.S. State Department program was designed to dramatically expand the number of Americans mastering the foreign languages that are needed for diplomacy and trade worldwide.

Austin Swafford, a 21-year-old junior from Abita Springs, La., is studying molecular and cell biology and says he will use his Goldwater award to further his cancer research studies.

In an honor annually given to only one student from The University of Texas System’s 15 institutions, Gov. Rick Perry appointed a UT Dallas student, senior economics major Ben Dower, to a one-year term as the student regent on the UT System Board of Regents.

The UT Dallas chess team continued its reign as one of the best collegiate chess teams in the world, clinching first place in the Pan American Intercollegiate Team Chess Championship. Known as the “World Series of College Chess,” the Pan Am championship is the most prestigious tournament of its kind in the Western Hemisphere. Months later, the team went on to make history when it defeated arch rival University of Maryland, Baltimore County, to retain its title of Intercollegiate Chess Champion of the Final Four.

Thirty student-athletes were named members of the American Southwest Conference Academic All-Conference Team for calendar year fall ’07 sports. Award winners have lettered for their athletic teams and held cumulative grade point averages of at least 3.0.

The student newspaper, UTD Mercury, won the Associated Collegiate Press Best of Show Award for a Special Edition at the National College Media Convention for the staff’s creative efforts behind a 3-D orientation issue. The paper also snagged 21 awards for journalistic excellence at the 99th annual conference of the Texas Intercollegiate Press Association.

Other UT Dallas student accomplishments during Fiscal ’08 include:

- Pre-med majors were admitted on first application to medical school at a rate of 61 percent, against a national admission rate of 49 percent.
- The University ranked among the top 100 colleges and universities in the United States in the number of National Merit Scholars.
- UT Dallas qualified two teams for the 62nd National Debate Tournament, the country’s most prestigious competition, with only 78 teams qualifying for the event each season.
- More than 85 percent of seniors applying to law school were accepted to at least one school in 2007, which is the University’s highest acceptance rate ever.
New Faculty

To ascend to a place among the nation’s best public research universities, UT Dallas must grow the size of its faculty while retaining the quality of scholarship and achievement that has distinguished the University from its very beginning.

Since 2000 more than 100 tenure and tenure-track faculty members have been hired. New positions are being filled in areas with the greatest opportunity for research discovery and contribution to the region’s success. Faculty members who can attract major grants help the University fulfill another important goal: topping $100 million annually in research expenditures. Among the outstanding individuals recruited in Fiscal ‘08 are:

Mark W. Spong, the new dean of the Erik Jonsson School of Engineering and Computer Science and the Lars Magnus Ericsson Chair in Electrical Engineering, from the University of Illinois at Urbana-Champaign, where he helped pioneer the field of robotic control systems. (Read more about Dean Spong on page 24.)

Yves Chabal, the Texas Instruments Distinguished University Chair in Nanoelectronics. Dr. Chabal’s work to understand what occurs on the surface of silicon chips during semiconductor processing has fundamentally changed that industry. For his development of the field of infrared spectroscopy, Dr. Chabal received the highest honor from the American Physical Society, the 2008 Davisson-Germer Prize.

Li Zhang, sued away from Columbia University to lead UT Dallas’ Department of Molecular and Cell Biology. Dr. Zhang holds the Cecil H. and Ida Green Distinguished Chair in Systems Biology Science, an important and growing field. Dr. Zhang’s research focuses on oxygen sensing in the body’s cells, heme signaling and the molecular action of environmental neurotoxicants.

David Mauer, Ashbel Smith Professor of Finance, whose research focuses on the factors that drive corporate financing and investment decisions and how these decisions interact. Dr. Mauer joined the School of Management after 10 years at Southern Methodist University as the Phyllis Gough Huffington Professor of Finance. In addition to being a prolific researcher, Dr. Mauer is an award-winning teacher.

Denise Park, T. Boone Pickens Distinguished Chair in Clinical Brain Sciences. The use of magnetic imaging to peer inside the working brain is now a common tool for brain scientists, but Dr. Park was one of the very first neuroscientists to employ this technology, performing thousands of functional brain scans in a quest to understand how aging affects the brain. With a $3.3 million grant from the National Institute on Aging, Dr. Park is conducting the first-ever large-scale study of the brain at middle-age, a project she launched during her first year at UT Dallas.
Total Spending on Research Breaks Record
Total research spending, including spending for research related activities, soared to $64.3 million—an increase of $16.4 million in a single year. The 34 percent leap in spending breaks a record at UT Dallas. Achieving more than $100 million in annual research expenditures is generally considered a benchmark for national research university status. Another way to measure progress toward excellence is through research productivity. UT Dallas research funding has edged up toward an average of $150,000 per faculty member per year. Intellectual property disclosures topped 36 in the last fiscal year. In addition, the University received $1,854,177 in three Texas Emerging Technology Fund (ETF) Research Superiority and Research Grant Matching Awards and 10 research collaborations with ETF Commercialization award winners.

Office of Technology Commercialization Formed
An institution’s research can also be evaluated in terms of how well it serves the economic prosperity and social well-being of its region. UT Dallas has changed its approach to commercialization of intellectual property by encouraging faculty-inventors to be entrepreneurial and by providing more resources to move inventions from the lab to the marketplace. Among those resources is the Office of Technology Commercialization which began to oversee all activities related to new venture development, intellectual property protection and licensing in Fiscal ’08.

Largest Home-grown Research Initiative
This last fiscal year also saw another milestone: the formation of the largest original research program at UT Dallas, Texas FUSION. The $14-million nanoelectronics consortium includes a number of University and industry partners, among them South Korea’s Ministry of Commerce, Industry and Energy, an assortment of major electronics manufacturers, and the State of Texas. The research consortium is exploring smaller, faster and more energy-efficient semiconductors.
As UT Dallas continues to grow, new buildings and services are under construction to provide much-needed classrooms, labs, offices and meeting spaces—as well as places to relax and retreat—that will serve students, faculty and staff.

In 2008, UT Dallas broke ground for a 148,000-square-foot, 400-bed residence hall. The suite-style hall will offer, among other things, living-learning communities in which small groups of students with common academic goals and interests live together.

Also under construction is a 28,000-square-foot dining hall that will offer full meal plans seven days a week.

In the coming months and years, the University expects to complete a number of other projects:

- A major landscape enhancement that will dramatically change the look and feel of campus. Plans call for the planting of nearly 6,000 trees, a new roundabout drive, a small amphitheater and stage near the existing Student Union Building, and a greenery-lined waterway that will run from the School of Management Building to the Eugene McDermott Library.

- A Math, Science and Engineering Teaching-Learning Center (MSET) is planned as a comprehensive facility that will provide a focused, high-quality educational environment for math, science and engineering undergraduate students. The 76,000-square-foot building will house offices, a lecture hall and instructional laboratories.

- A Student Services Building that will house many of the primary departments serving students’ administrative needs. The 75,000-square-foot building will include the Career Center, the Office of International Student Services, the Health Center, the Office of the Dean of Students and the Counseling Center, among others.

- A complete renovation of Founders Hall, one of the original structures on campus, will expand the building to more than 168,000 square feet. The new space will provide laboratories, lab support areas, classrooms, and faculty and student offices.

Campus Progress
Office of Development and Alumni Relations

Gifts Show Steady Upward Trend: Support for UT Dallas grew, both in dollars and participation in 2008. In the past year, the Office of Development and Alumni Relations secured gifts totaling $19,378,068 including cash, stocks, gifts-in-kind and irrevocable planned gifts, an increase of 9.7 percent over the past two years. Sixteen individuals joined the Founders Society, donors whose total giving exceeds $25,000, bringing the total membership to 267. Another area of steady growth was undergraduate alumni participation, which rose to 0.3 percent; up from 0.6 percent the previous year. Total alumni participation also rose from 3.7 percent in 2007 to 8.7 percent this year.

Endowment Support Provides a Margin of Excellence: At the close of Fiscal ’08, the total market value of the UT Dallas endowment surpassed $320 million, second in size within the UT System only to UT Austin. The income generated by the 156 funds comprising the UT Dallas endowment supports students with scholarships and fellowships and helps build academic programs while funding resources needed to attract and retain outstanding faculty.

Distinguished Alumni: The 2008 recipients of the UT Dallas Distinguished Alumni Awards came from a diverse set of backgrounds, but shared characteristics of leadership, professional accomplishment and service to community. UT Dallas is proud to recognize their achievements with the Distinguished Alumni Award.

2008 Distinguished Alumni

Dr. Yi Zhao M.S. ’92, Ph.D. ’96
Vice President
Huawei Technologies Co., Ltd.
Richardson, Texas

Mr. Charles D. Davidson M.S. ’80
Chairman, President and CEO
Noble Energy
Houston, Texas

Ms. Nancy G. Davidson B.S. ’80
Houston, Texas

Dr. Rufus Green M.B.A. ’96
Medical Director
The Urology Institute
Dallas, Texas

Mr. Wei Dong M.S. ’99
University Relations Manager
Tektronix Communications
Richardson, Texas

Ms. Jody Nelsen M.B.A. ’97
Executive Vice President for Finance & Administration
Texas A&M University Corpus Christi
Corpus Christi, Texas

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Executive Vice President for Finance & Administration
Texas A&M University Corpus Christi
Corpus Christi, Texas

Gift Revenue:
Fiscal Years 1998 - 2008
World War II Heroes Reunite

The 500-seat Conference Center filled in April 2008 for a remarkable seminar featuring the surviving members of the famous 1942 Doolittle Raid on Tokyo. Sponsored by McDermott Library’s Special Collections, the occasion was the largest public event during the five-day Doolittle Raiders Reunion in Dallas. Before the seminar, the Raiders—comprised of Lt. Col. Richard Cole, Staff Sgt. David Thatcher, Master Sgt. Edwin Horton, Col. William Bower and Maj. Thomas Griffin—visited the Doolittle Archives located in the Special Collections.

Hard-to-Find Journals Added to Library Resources

A part of the University’s quest to become a Tier One university is assembling the right tools to support research. Archives of more than 100 electronic journals in fields from business to psychology to earth and environmental sciences and health care policy were added to the library, ensuring that the needs of students, faculty and the community are met. Many of these journals are not available elsewhere in the region.

Record Number of Database Retrievals

The utility and need for McDermott Library’s rapidly expanding electronic databases was reflected in a doubling of the number of articles downloaded from the previous year for a total of 650,000 articles. Electronic journals usage increased by 17 percent, and a users survey by LibQual indicated a perceived improvement in the quality of the University’s library services.

Inaugural Event Recognizes Newly Tenured Faculty

In conjunction with the University Faculty Authors Reception the library sponsored the first “Achieving Tenure: Celebrating Books” program. The program recognizes the centrality of the written word and the achievement of tenure by UT Dallas faculty members. The occasion is marked by each scholar choosing a book that influenced them. The book is added to the library collection with a personalized bookplate in celebration of their promotion.

Office of Diversity and Community Engagement

UT Dallas students—and even its faculty and staff—hail from such countries as the United States, India, China, Taiwan and South Korea, among others. Indeed, all great research universities are an eclectic and diverse mix of people from across the world. With that in mind, the Office of Diversity and Community Engagement was constituted in early 2008, and Magaly Spector, one of the most visible Hispanic female Ph.D.s in science and engineering in the United States, was tapped as vice president for the office.

A primary duty of the unit is to promote diversity at all levels of the University, through the efforts of faculty, staff, students and the executive leadership. Goals of the office include:

- Developing and communicating a collective and inclusive understanding of diversity and its benefits through education and training.
- Creating a welcoming campus climate that celebrates diversity and that attracts and retains diverse talent.
- Recruiting, retaining and graduating a diverse student body and a diverse faculty and staff.
- Building partnerships that address the educational needs and diversity challenges facing the larger community.

In its first year, the Office of Diversity and Community Engagement implemented a number of programs on campus including Multicultural Dinner Dialogues and Minority Scholar Symposia. The office also worked to gain philanthropic support for the Academic Bridge Program. (See page 27 for more information on Academic Bridge.)

In addition, the office supports summer camps and workshops like the IBM field trip for middle school girls interested in technology and the Texas Girl’s Collaborative Project Regional Spring Forum, for girls and women interested in the fields of science, technology, engineering and mathematics.
UT Dallas Fast Facts

Founded: 1969.
Colors: Flame orange and eco green.
Average SAT: Highest average freshman score (1248) in Texas; ranked in top 20 in the nation among public schools.
Student Profile: Male 55% / Female 45%; Undergraduate 63% / Graduate 37%; Full-time 64% / Part-time 36%; Oldest student, 88 years (master’s program) / Youngest student, 16 years (Ph.D. candidate).
Accessibility: 45% of undergraduates are first-generation college students.
Academic programs: More than 125 academic programs across seven schools.
Executive M.B.A.: Ranked No. 1 in Texas by Financial Times for the second year in a row and ranked No. 4 in the nation by The Wall Street Journal.
Audiology: Graduate audiology program ranked No. 4 in the nation by U.S. News & World Report.
Engineering: U.S. News & World Report ranks UT Dallas’ engineering program No. 4 in Texas, trailing only UT Austin, Texas A&M and Rice.
First and Foremost: UT Dallas’ School of Economic, Political and Policy Sciences developed the first accredited telecommunication engineering degree in the United States, and is one of only a handful of institutions offering a software engineering degree.
Value: Ranked among top 100 “Best Value” public colleges in U.S. according to Kiplinger’s Personal Finance.
Higher Percentage: UT Dallas confers a higher percentage of science, engineering and business degrees (52%) than all other Texas public, doctoral-granting institutions (37%).
Geographic Origin: In-State: 92% / Out-of-state: 4% / International: 4%.
Top Texas Counties of Origin: Dallas, Collin, Denton, Harris, Tarrant, Travis.
Top Countries of Origin: USA, India, China, Taiwan, South Korea, Mexico.
Average Class Rank: 40% of fall 2008 freshmen ranked in the top 10% of their high school class; 72% ranked in the top 25%.
Financial Aid: 65.5% of undergraduates receive some form of financial aid.
Fasted Growing Program: Arts and Technology has grown from zero to close to 800 students in just a little over four years.
Office of International Education: The number of undergraduates participating in study abroad programs grew by 79% during the academic year 2007-08. UT Dallas formalized 17 international collaborations with some of the most prestigious universities around the world, including 17 exchange program agreements.
Housing: 25% of students live in university housing.
Student Life: UT Dallas has more than 150 student clubs.
Doing Good: In 2007, more than 2,800 UT Dallas students participated in service learning projects, logging 11,000 volunteer hours.
Average Class Size: 51% of undergraduate classes have fewer than 30 students and 72% have fewer than 50 students.
Student/Faculty Ratio: 19 to 1.
Comet Athletics: The Comets have had five conference titles since 2002; they participate in 13 different intercollegiate sports programs and have more than 200 student athletes.
Alumni: For fiscal 2007, UT Dallas had 53,873 alumni who earned more than 58,000 degrees.
Confucius Institute Unveiled
As the world watches the emergence of China as a global force, forward-thinking organizations are forging relationships with this nation rich in heritage and market potential. In 2007, the School of Arts and Humanities established the first Confucius Institute in Texas, which promotes study of China’s language, history and culture. There are an estimated 100,000 Chinese-Americans living in the Dallas/Fort Worth area. Named for the preeminent ancient Chinese philosopher, the institute is a cooperative project involving the government of the People’s Republic of China; its Office of Chinese Language International, Hanban; UT Dallas; and the China Three Gorges University in Yichang City, China.

Centraltrak Artists’ Residency Opens
Avant-garde art demands a cutting-edge environment, and the School of Arts and Humanities found the ideal location to cultivate creativity near downtown Dallas at 800 Exposition Avenue. Centraltrak, named for old railroad tracks in the area, is Texas’ first artist’s residency tied directly to a research university. Centraltrak invites international artists to Dallas to interact with UT Dallas students and faculty. The only university-backed artists’ residency in Dallas/Fort Worth, Centraltrak creates an ongoing and robust intellectual infrastructure to support the region’s diverse arts institutions.

Emerging Media and Communication Degrees Approved
In 2008, the Texas Higher Education Coordinating Board approved B.A. and M.A. degrees in an innovative area of study—Emerging Media and Communications (EMAC). The new concentration highlights such topics as social networks, blogging, podcasting, vodcasting, virtual worlds and games. Beyond showing students new media technologies and practices, the program provides a foundation of collaborative skills, theoretical breadth, historical context and ethical sensitivity. The new offering is rooted in long-standing programs in rhetoric, communications and creative writing resources, and leverages existing expertise in the Arts and Technology program in Web development, computer imaging and design.

Approval of Arts and Technology Building
At its August 2007 meeting, the UT System Board of Regents approved construction of a new Arts and Technology building at UT Dallas. The new facility, expected to open in 2012, will provide state-of-the-art classrooms, labs and faculty offices for the Arts and Technology (ATEC) and EMAC programs. The new facility is an important component of the forward momentum of the two programs. Introduced in 2004, the ATEC program now enrolls nearly 800 undergraduate and graduate majors.
School of Behavioral and Brain Sciences

The distinctive blend of science and clinical application sets the School of Behavioral and Brain Sciences (BBS) apart. Focused on the intersection of mind, brain and behavior, BBS is committed to translating the latest research into treatment and intervention that add depth to education and provide valuable community service.

Grant Creates Center for Children and Families
A $350,000 challenge grant from the Meadows Foundation made possible the UT Dallas Center for Children and Families, a natural fit with BBS' large concentration of child development professionals—Texas' largest. The center will join BBS' Callier Center for Communication Disorders and Center for BrainHealth to provide research, student training and community outreach through information and support for parents, targeted intervention programs for children, and lectures and forums.

Tiny Technology Packs a Pain-Relieving Wallop
A dynamic, interdisciplinary team transformed Neuroscience Professor Larry Cauller's research into an early-stage medical device company. MicroTransponder Inc. is an example of the University's new initiative to commercialize research and technology. Cauller's wireless neurostimulator will provide treatment options for millions of adults suffering from chronic pain. Cauller credits Will Rosellini, a UT Dallas M.B.A. grad and current applied cognition neuroscience doctoral student, with the insight needed to bring the product to market. Rosellini, CEO of MicroTransponder, led the young company through a phenomenal year that included winning a $1.38 million grant from the Texas Emerging Technology Fund and a National Institutes of Health commercialization grant.

Callier Award Recognizes Excellence
Callier Center for Communication Disorders, ranked 4th nationally by U.S. News & World Report among audiology programs, further strengthened its international presence with the Callier Prize. The award with its $10,000 prize recognizes leadership in fostering scientific advances and significant developments in diagnosis and treatment of communication disorders. The biennial award will rotate among the fields of audiology and speech-language pathology.

New Partnership Offers Families of Autism Patients Help and Hope
More than 4,500 children in Dallas County suffer from autism. Funding from the Crystal Charity Ball supported a new autism program between UT Dallas and UT Southwestern Medical Center that will integrate and expand the resources of the Callier Center, the Center for BrainHealth and the UT Southwestern Medical Center. The program will provide comprehensive care and research and will assist clients and families dealing with autism spectrum disorders.

Center for BrainHealth's Middle School Brain Years Initiative Shows Promise for Students
Middle school years are a crucial time in the development of critical thinking and reasoning skills. Center for BrainHealth researchers and clinicians have created the Strategic Memory and Reasoning Training (SMART) program to intervene and improve education during this developmental period. The program promises to become a model for Texas middle schools, and those across the nation.
School of Economic, Political and Policy Sciences

Seven New Degree Programs Added

Responding to a changing global economy and increasingly competitive job market, the School of Economic, Political and Policy Sciences (EPPS) expanded its offerings by seven new degrees, each designed to serve a distinct purpose and student audience:

- Bachelor of Arts in International Political Economy
- Bachelor of Science in International Political Economy
- Master of Science in International Political Economy
- Master of Science in Public Policy
- Master of Science in Political Science
- Master of Science in Political Science - Constitutional Law Studies
- Master of Science in Political Science - Legislative Studies

International political economy degrees will prepare students for diplomacy and business abroad. Study encompasses intensive multi-disciplinary coursework, a focus on a geographical region and mastery of a foreign language.

The masters’ programs serve students who are preparing to pursue a doctorate or a professional track, such as legislative work or law school. The pre-professional programs, like constitutional law studies and legislative studies, are among the few offered in the country and will be the first of their kind in Texas.

Other New Programs Graduate Their First Classes

In 2008, EPPS graduated its first class of criminology Ph.D.s. The program is the first doctoral-level criminology program in Texas, and aims to produce the next generation of criminology researchers, faculty and policy analysts.

Following up on the University’s strategic initiative regarding “making a great region even greater,” the first “Master of Public Affairs in City Hall” cohort, comprised of 17 city employees from Plano, Garland, Richardson and Dallas, also graduated. Through its public affairs program the school offers education and outreach to the community and surrounding region.

Negotiations Center Opens Its Doors to Scholars

In following the University’s emphasis on focused excellence, EPPS continues to develop new research centers. This past year Dr. Rachel Croson led the creation of the Negotiations Center. The center brings together scholars from varied disciplines to study aspects of negotiation and uses the collected insights to advance the practice of negotiation. In 2008, the center hosted leading scholars from internationally-renowned institutions for weekly seminars. It also held its first Distinguished Negotiation Lecture, with speaker Dennis Ross. Ross has participated in this generation’s most important Middle East peace negotiations, served under Presidents Reagan, Clinton, H.W. Bush, and advised President-elect Obama.
New Academic Departments

With the addition of the Departments of Mechanical Engineering and Materials Science and Engineering, the school has four academic departments, complementing its long-standing Departments of Computer Science and Electrical Engineering.

Materials science and engineering is a logical outgrowth of electrical engineering, focusing largely on next-generation materials and processes for semiconductors. Mechanical engineering is particularly important in ensuring that the school offers degrees in a broad range of engineering disciplines. One great advantage of building the department from the ground up is that its education and research directions can immediately address 21st-century issues and industries. Enrollment in mechanical engineering is on the rise nationally, and market research suggests the department could have 700 students by 2012.

Two New Research Consortia

The school logged $31.3 million in research expenditures in the past fiscal year, moving it ever closer to the $50-million goal established in 2003 when research spending was only a third of what it is today.

Sources of research funding range from contracts with companies needing faculty expertise to large multi-faceted research centers such as the Texas Analog Center of Excellence (TxACE) and Texas FUSION (short for Future Semiconductor Commercialization), both of which debuted last year and are based at the Jonsson School.

TxACE is a $16-million collaboration among academia, industry and government. Its research will address areas such as energy efficiency, health care and public safety. Its educational component will help meet demand for analog engineers by companies in North Texas and far beyond.

Texas FUSION is a $14-million research consortium exploring next-generation technology for producing smaller, faster and more energy-efficient semiconductors. One of Texas FUSION’s central objectives is to forge a tight collaboration between business leaders and University researchers, significantly streamlining commercialization of semiconductor technology.

New Dean

The Jonsson School welcomed Mark Spong as its new dean last year. “I am dedicated to producing significant increases in enrollment, educational offerings and research,” Dr. Spong said. “I’m particularly committed to further expanding our relationship with industry and to increasing the tangible benefits we provide to both our industry partners and the local economy. Ultimately, though, I’m here for one simple reason: This is one of the most dynamic and promising schools of its kind anywhere in the country today.” (See page 6 for more about Dean Spong.)
School of Interdisciplinary Studies

General Studies is Interdisciplinary Studies

What’s in a name? Plenty, if you’re trying to communicate what you studied in school to a potential employer. The Texas Higher Education Coordinating Board approved a new name for the School of General Studies: the School of Interdisciplinary Studies. The move was encouraged by an independent review team and helps better describe the approach to education taken by the School, as well as its mission and purpose.

Academic Bridge Continues Support of High Potential Students

The Academic Bridge Program (ABP), dedicated to supporting talented students who face challenges in UT Dallas’ academically rigorous environment, guided 18 ABP students to graduation during Fiscal ’08. A total of 91 ABP students have graduated from the program’s inception through the end of the fiscal year, thanks to the support of both the University and private donors committed to the success of deserving and promising students.

The ABP recruits students who rank well within their class, but who may have missed the chance to take a full college preparatory curriculum. During the initial summer enrollment (the “bridge” from high school to college), scholarships allow the students to live on campus and learn fundamentals that make for college success: attending classes regularly, managing a weekly budget, engaging in University activities and turning to mentors and tutors for support. These Bridge students later mentor new freshmen, allowing ABP upperclassmen to give back to the program so dedicated to their success.

The ABP enrolls about 140 students per year. Thirty-seven percent are African American; 29 percent are Hispanic. Given that only 10 percent of Hispanics earn a degree by age 29 and that only 9 percent of low-income students earn degrees by age 24, it is remarkable indeed what Bridge students achieve:

• 90 percent return as sophomores with a 2.5 GPA.
• 70 percent graduate—an average well above the University, state and national averages.
• 45 percent major in engineering, science or business management.

The graduation rate for ABP students is competitive with the overall graduation rate for the best universities in the state. This proves that dedicated students, with a little help from others and a lot of determination within, can succeed at rigorous academic institutions.

Teacher Development Center Creates the Future for Texas Schools

The University’s mission of creating the future gets personal at the School of Interdisciplinary Studies’ Teacher Development Center. Students are trained to become instructors who shape the future of Texas in public and private schools.

UT Dallas prepared 210 students for full certification during Fiscal ’08 through its Teacher Development Center. These new teachers enter the classroom with excellent content knowledge and a deep understanding of the real needs of public schools in our state.

UT Dallas offers three levels of certification and several subject area teaching fields for both undergraduate and post-baccalaureate students.
The programs, faculty and students of the U.T. Dallas School of Management continued to gain prominence in Fiscal '08.

EMBA Program Ranked among Top 10
Financial Times placed the Executive M.B.A. program in its top 10 best programs based in the United States. This internationally respected business and financial publication, based in London, ranked U.T. Dallas first in Texas and tied for 10th in the nation with George-town University in its annual survey of executive M.B.A. programs.

In addition, the survey ranked the research productivity of the School of Management’s faculty among the top 21 business schools worldwide. To arrive at the rankings, Financial Times analyzed responses from alumni of 150 business schools around the world. Its rankings consider career progression of alumni, school diversity, international courses and faculty research published in leading journals.

In the 2008 National New York Mercantile Exchange (NYMEX) Commodities Challenge, business students placed No. 1. The NYMEX Challenge consisted of both an electronic trading competition and an “open outcry” contest held in a mock trading pit.

Another SOM team came in first place in the Advancing Government Accountability’s (AGA) Government Finance Case Challenge.

A team of four M.B.A. students placed second in a team from the Massachusetts Institute of Technology in the 2008 Dell/Microsoft Marketing Case Competition.

In the Government Finance Case Challenge, a School of Management team defeated 12 other teams for first place. Students were given two weeks to analyze and offer a written response to the case which centered on how a U.S. city government implements a performance management system.

Faculty Among World’s Most Productive
The School of Management faculty attained prominence in another annual study ranking the top 100 business schools worldwide on the basis of faculty research productivity.

In the UTD Top 100 Business School Research Rankings, the School of Management came in 20th in North America and—in agreement with Financial Times—21st worldwide. The rankings—which provide a comprehensive database to track research in all areas of business—provide a tool for business school faculties and administrators to benchmark their research productivity against that of their peers and promote research as an integral part of the work of institutions of higher education.
A Tribute to Excellence: Professor Elected to National Academy of Engineering

One of the most talented nanotechnologists of his time, Ray Baughman was elected by his peers to the National Academy of Engineering, one of only two Texans added by the Academy in 2008. Dr. Baughman is the Robert A. Welch Distinguished Chair in Chemistry in the School of Natural Sciences and Mathematics, and director of the Alan G. MacDiarmid NanoTech Institute at UT Dallas. He was lauded for his work in pioneering novel applications of conjugated polymers and related materials. Nanotechnology involves the fabrication of devices or structures having nanometer to hundred nanometer size. The relative size of a nanometer to a meter (about a yard) is about the same as for the diameter of a marble to the diameter of the Earth.

A Part of UT Dallas Lands on Mars

In the summer of 2008, NASA's Phoenix Mars Lander confirmed what space scientists had suspected for a long time: there is water on Mars. Physics Professor John Hoffman, a member of the William B. Hanson Center for Space Sciences, is at the center of the landmark discovery. Dr. Hoffman created the mass spectrometer system that analyzed gases from soil samples scooped directly from the planet surface. Testing with this device was the vital step necessary to prove the existence of water. The Phoenix Lander’s reliability and longevity, not to mention its momentous discovery of water, prompted NASA to extend the lander’s mission by five weeks.

Math and Science Teacher Pipeline Program Debuts

The University is helping to address a critical shortage of math and science teachers with its new UTeach Dallas program. Aspiring teachers receive B.S. degrees along with intensive classroom training, mentoring and financial support, beginning as early as freshman year. Funding sources include the National Math and Science Initiative ($2.4 million), the Sid W. Richardson Foundation ($300,000), and Tellabs Foundation ($100,000).

Girls Can Do Math As Well As Boys, UT Dallas Study Finds

A study published in the Notices of the American Mathematical Society says there’s no shortage of American girls with an aptitude for math, but the crux of the study revealed a troubling trend. The study, Cross-Cultural Analysis of Students with Exceptional Talent in Mathematical Problem Solving, identified obstacles such as peer pressure and other societal issues that keep girls from pursuing education and careers in mathematics. Study coauthor Titu Andreescu, UT Dallas associate professor and director of AwesomeMath, said the problem is localized in the United States. Elementary school girls tend to do as well or better in math than their boy classmates, and the authors suggest that peer pressure and societal expectations cause girls to begin falling behind or losing interest in math by middle school. Worse, some girls may even hide their aptitude or interest in math to avoid ridicule.

Girls Can Do Math As Well As Boys, UT Dallas Study Finds

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School of Natural Sciences and Mathematics

School of Natural Sciences and Mathematics

School of Natural Sciences and Mathematics
# Financial Statements

**ASSETS**

**EXHIBIT A - Balance Sheet**

As of August 31, 2008

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>34,782,435</td>
<td>31,707,478</td>
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<tr>
<td>Restricted Cash &amp; Cash Equivalents</td>
<td>10,476,075</td>
<td>8,186,847</td>
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<tr>
<td>Balance in State Appropriations</td>
<td>1,520,423</td>
<td>1,716,820</td>
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<tr>
<td>Accounts Receivable, Net:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>5,576,272</td>
<td>5,166,205</td>
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<tr>
<td>Other Intergovernmental</td>
<td>358,746</td>
<td>42,032</td>
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<tr>
<td>Student</td>
<td>13,637,377</td>
<td>3,632,956</td>
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<tr>
<td>Interest and Dividends</td>
<td>357,745</td>
<td>350,947</td>
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<td>Contributions</td>
<td>291,351</td>
<td>580,119</td>
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<td>Other</td>
<td>2,202,668</td>
<td>3,648,219</td>
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<td>Due From Other Funds</td>
<td>7,358</td>
<td>7,358</td>
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<td>Due From System Administration</td>
<td>87,187,936</td>
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<td>Due From Other Agencies</td>
<td>92,810</td>
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<td>Inventories</td>
<td>454,951</td>
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<td>Loans and Contracts</td>
<td>2,204,182</td>
<td>3,790,489</td>
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<td>Other Current Assets</td>
<td>1,461,927</td>
<td>17,526,640</td>
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<td>Total Current Assets</td>
<td>163,309,476</td>
<td>117,784,366</td>
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<td>Non-Current Assets:</td>
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<td></td>
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<tr>
<td>Restricted:</td>
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<tr>
<td>Investments</td>
<td>38,281,700</td>
<td>34,876,683</td>
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<td>Loans, Contracts and Other</td>
<td>752,360</td>
<td>617,975</td>
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<tr>
<td>Endowments Held by System Administration</td>
<td>250,624,876</td>
<td>253,755,892</td>
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<td>Contributions Receivable</td>
<td>1,376,538</td>
<td>454,140</td>
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<td>Investments</td>
<td>87,178,728</td>
<td>77,012,294</td>
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<td>Capital Assets</td>
<td>661,498,207</td>
<td>641,438,775</td>
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<tr>
<td>Less Accumulated Depreciation</td>
<td>(191,367,504)</td>
<td>(173,926,329)</td>
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<tr>
<td>Total Non-Current Assets</td>
<td>470,130,000</td>
<td>467,784,086</td>
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<tr>
<td>TOTAL ASSETS</td>
<td>886,240,080</td>
<td>812,037,868</td>
</tr>
</tbody>
</table>

Based upon the results of the internal audit work performed, the information included in this publication that is the responsibility of Executive Management at UT Dallas presents fairly, in all material respects, the financial position, results of operations, and changes in net assets, cash flows, and related footnote information of UT Dallas at August 31, 2008 and for the year then ended in accordance with accounting and financial reporting standards as promulgated by UT System policy and The State of Texas Comptroller of Public Accounts.

For footnotes information and management discussion and analysis, please refer to the consolidated published Annual Financial Report of the University of Texas System.
## Financial Statements

### REVENUES AND EXPENSES


<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Student Tuition and Fees</td>
<td>102,651,313</td>
<td>94,620,155</td>
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<tr>
<td>Federal Sponsored Programs</td>
<td>28,201,508</td>
<td>23,263,912</td>
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<tr>
<td>State Sponsored Programs</td>
<td>128,889,377</td>
<td>124,368,316</td>
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<tr>
<td>Local Sponsored Programs</td>
<td>1,321,261</td>
<td>1,543,515</td>
</tr>
<tr>
<td>Private Sponsored Programs</td>
<td>5,642,812</td>
<td>5,633,918</td>
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<tr>
<td>Net Sales and Services of Educational Activities</td>
<td>7,075,840</td>
<td>6,952,222</td>
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<tr>
<td>Net Auxiliary Enterprises</td>
<td>5,357,782</td>
<td>4,941,230</td>
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<tr>
<td>Other Operating Revenues</td>
<td>3,442,458</td>
<td>3,597,391</td>
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<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>158,502,304</td>
<td>156,550,249</td>
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<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>87,969,490</td>
<td>84,921,314</td>
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<tr>
<td>Research</td>
<td>49,415,695</td>
<td>36,051,145</td>
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<tr>
<td>Public Service</td>
<td>7,269,383</td>
<td>7,121,194</td>
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<tr>
<td>Academic Support</td>
<td>23,483,874</td>
<td>23,262,092</td>
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<tr>
<td>Student Services</td>
<td>11,758,293</td>
<td>8,656,002</td>
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<tr>
<td>Institutional Support</td>
<td>23,843,186</td>
<td>19,789,874</td>
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<tr>
<td>Operations and Maintenance of Plant</td>
<td>20,882,662</td>
<td>18,450,011</td>
</tr>
<tr>
<td>Scholarships and Fellowships</td>
<td>5,735,430</td>
<td>12,386,044</td>
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<tr>
<td>Auxiliary Enterprises</td>
<td>14,920,338</td>
<td>14,276,905</td>
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<tr>
<td>Depreciation and Amortization</td>
<td>20,531,553</td>
<td>19,129,856</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>265,809,904</td>
<td>244,044,437</td>
</tr>
<tr>
<td><strong>Operating Loss</strong></td>
<td>(107,307,600)</td>
<td>(87,494,188)</td>
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<tr>
<td><strong>NONOPERATING REVENUES (EXPENSES)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Appropriations</td>
<td>83,564,519</td>
<td>72,194,123</td>
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<tr>
<td>Gift Contributions for Operations</td>
<td>12,489,321</td>
<td>8,953,820</td>
</tr>
<tr>
<td>Net Investment Income</td>
<td>16,612,422</td>
<td>12,736,448</td>
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<tr>
<td>Net Increase in Fair Value of Investments</td>
<td>(27,197,143)</td>
<td>28,125,334</td>
</tr>
<tr>
<td>Gain/(Loss) on Sale of Capital Assets</td>
<td>(1,208,852)</td>
<td>(333,470)</td>
</tr>
<tr>
<td>Other Nonoperating Revenues/Expenses</td>
<td>87,298</td>
<td>(102,003)</td>
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<tr>
<td><strong>Net Nonoperating Revenues (Expenses)</strong></td>
<td>84,347,565</td>
<td>121,574,252</td>
</tr>
<tr>
<td><strong>Income/(Loss) Before Other Gains/(Losses) &amp; Transfers</strong></td>
<td>(22,960,035)</td>
<td>34,080,064</td>
</tr>
<tr>
<td><strong>GAINS/(LOSSES) AND TRANSFERS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts and Sponsored Programs for Capital Acquisitions</td>
<td>5,306,653</td>
<td>17,105,069</td>
</tr>
<tr>
<td>Additions to Permanent Endowments</td>
<td>3,067,707</td>
<td>9,846,046</td>
</tr>
<tr>
<td>Receipts from / to Other Components</td>
<td>1,371,527</td>
<td>2,020,448</td>
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<tr>
<td>Mandatory Transfers to Benevolent &amp; Education</td>
<td>(16,517,775)</td>
<td>(13,833,709)</td>
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<tr>
<td>Nonmandatory Transfers to Benevolent &amp; Education</td>
<td>(8,516,775)</td>
<td>(13,433,969)</td>
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<tr>
<td>Transfers to / from Other State Agencies</td>
<td>78,097</td>
<td>74,196</td>
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<tr>
<td><strong>CHANGES IN NET ASSETS</strong></td>
<td>59,747,044</td>
<td>58,050,032</td>
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<tr>
<td><strong>Beginning Net Assets</strong></td>
<td>745,497,740</td>
<td>687,447,708</td>
</tr>
<tr>
<td><strong>Ending Net Assets</strong></td>
<td>805,245,306</td>
<td>745,497,740</td>
</tr>
</tbody>
</table>

### LIABILITIES

#### EXHIBIT A - Balance Sheet

As of August 31, 2008

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Liabilities</td>
<td>21,741,262</td>
<td>19,139,071</td>
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<tr>
<td>Due to Other Funds</td>
<td>7,258</td>
<td>7,321</td>
</tr>
<tr>
<td>Due to System Administration</td>
<td>1,271,073</td>
<td>1,191,676</td>
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<tr>
<td>Deferred Revenue</td>
<td>56,475,670</td>
<td>63,399,499</td>
</tr>
<tr>
<td>Employee's Compensable Leave—Current Portion</td>
<td>21,457</td>
<td>20,960,415</td>
</tr>
<tr>
<td>Notes, Loans &amp; Leases Payable—Current Portion</td>
<td>157,557</td>
<td>157,015</td>
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<tr>
<td>Payable From Restricted Assets—Current Portion</td>
<td>104,720</td>
<td>100,761</td>
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<tr>
<td>Funds Held for Others</td>
<td>1,173,228</td>
<td>851,569</td>
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<td>Current Liabilities</td>
<td>856,678</td>
<td>597,296</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>80,316,442</td>
<td>64,340,518</td>
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<tr>
<td>Non-Current Liabilities</td>
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<tr>
<td>Employee's Compensable Leave</td>
<td>2,419,279</td>
<td>2,199,610</td>
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<tr>
<td>Liability to Beneficiary—Held by System</td>
<td>22,768</td>
<td>22,612</td>
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<td>Notes, Loans and Leases Payable</td>
<td>240,265</td>
<td>240,265</td>
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<td>Non-Current Liabilities</td>
<td>2,679,262</td>
<td>2,462,140</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td>86,095,975</td>
<td>66,800,628</td>
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### NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in Capital Assets, Net of Related Debt</td>
<td>36,772,981</td>
<td>31,910,627</td>
</tr>
<tr>
<td><strong>Restricted for:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unexpendable:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust Endowments and Amortizable Liabilities</td>
<td>121,518,992</td>
<td>114,599,646</td>
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<tr>
<td>Expendable</td>
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<td>Capital Projects</td>
<td>82,715,646</td>
<td>50,219,219</td>
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<td>Funds Functioning as Restricted Endowment</td>
<td>6,541,939</td>
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<td>Other Expendable</td>
<td>179,611,148</td>
<td>218,072,366</td>
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<td>Unrestricted</td>
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<td><strong>TOTAL NET ASSETS</strong></td>
<td>805,245,306</td>
<td>745,497,740</td>
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### TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
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<tbody>
<tr>
<td>Total Liabilities</td>
<td>80,316,442</td>
<td>64,340,518</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>86,095,975</td>
<td>66,800,628</td>
</tr>
</tbody>
</table>
CASH FLOWS FROM OPERATING ACTIVITIES

2008 2007
Proceeds Received from Students 95,668,404 98,514,490
Proceeds from Sponsored Programs 39,116,403 47,111,611
Proceeds from Auxiliary Enterprises Charges 9,407,391 6,721,592
Proceeds from Other Revenues 24,895,873 9,707,561
Payments to Suppliers 11,038,252 42,534,281
Payments to Employees 151,367,502 184,802,930
Payments for Loans Issued to Students 5,014,254 7,285,714
Collections of Loans to Students 6,282,124 6,367,585
Payments for Other Expenses 403,191
Net Cash Used by Operating Activities 71,470,246 64,069,515

CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES

Proceeds from State Appropriations 83,760,916 72,000,710
Proceeds from Operating Gifts 11,627,331 10,371,781
Private Gifts for Endowment & Annuity Life Purposes 3,607,799 5,868,485
Other Nonoperating Transfers To/From System 6,346,168 3,428,321
Payments for Other Uses 86,358
Net Cash From Noncapital Financing Activities 105,342,214 91,582,939

CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES

Proceeds from Issuance of Capital Debt 405,841
Proceeds for Capital Debt Transferred from System 32,086,116 28,109,148
Proceeds from Capital Appropriations, Grants & Gifts 9,507,300 2,825,156
Proceeds from Sale of Capital Assets 67,516,741 138,021,582
Mandatory Transfers to System for Capital Debt (15,019,251) (10,589,723)
Net Cash Used by Capital Financing Activities 26,118,566 16,965,496

CASH FLOWS FROM INVESTING ACTIVITIES

Proceeds from Interest & Investment Income 16,635,624 436,136
Proceeds from System Interest & Investment Income 2,980,859 12,535,985
Purchases of Investments Held by System (22,005,700) (13,951,764)
Net Cash Provided by Investing Activities (2,389,217) (979,643)

NET INCREASE/(DECREASE) IN CASH 5,364,185 9,546,285
Cash and Cash Equivalents - Beginning of the Year 39,894,325 30,306,401
Cash and Cash Equivalents - End of the Year 45,258,510 39,894,325

THE UNIVERSITY OF TEXAS AT DALLAS

Administration
David E. Daniel President 972.883.2201
B. Hobson Wildenthal Executive Vice President and Provost 972.883.2271
Aaron Crewd Vice President for Development and Alumni Relations 972.883.6504
Curt Elsey Vice President for Enrollment Management 972.883.2270
James B. Gary Vice President and Chief Information Officer 972.883.4880
Bruce E. Snod Vice President for Research 972.883.4070
Calef D. Jensen Vice President for Business Affairs 972.883.2123
Darlenele R. Bachman Vice President for Student Affairs 972.883.4653
Amanda R. Rocker Vice President for Public Affairs 972.883.7106
Susan A. Rogers Vice President for Communications 972.883.4325
Magaly Spector Vice President for Diversity and Community Engagement 972.883.4546

Deans
Brian J. Berry Dean, School of Economics, Political and Policy Sciences 972.883.2935
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