As we approach the end of The University of Texas at Dallas’ 40th year, it’s apparent that some of the most remarkable accomplishments of the past 12 months were germinating in the very first years of the University’s life. From the start, UT Dallas set out to become a research institution of the first rank. The past year’s biggest achievements are significant milestones on that journey.

UT Dallas successfully partnered with six other institutions to advance the idea that Texas needs more top-tier research universities and that Dallas/Fort Worth in particular needs and can support them. This effort culminated in the signing of House Bill 51 on our campus last June. The bill created a $50 million matching fund supporting research and faculty excellence and led to the successful passage this past November of Proposition 4, creating the $400 million National Research University Fund. UT Dallas is particularly indebted to Rep. Dan Branch of Dallas, who championed the legislation, known as the Tier One Law.

Funds made available under the new measures have been and will be awarded competitively to Texas’ seven emerging research institutions as they attain specified benchmarks in research, endowment fund value, and student and faculty achievement.

UT Dallas, particularly well-positioned as it strives toward these benchmarks. Our challenge is simply to grow—in enrollment, in endowment, in faculty numbers and in infrastructure. As this report reflects, the quality of the University is extraordinary, and its potential, unlimited. We are grateful for the legislative assist from our state and our elected representatives, but even more appreciative of the way in which a small but highly influential number of faculty, alumni, and local supporters responded to it by making gifts of $17 million, which made the University eligible for more than $15 million from the $50 million Texas Research Incentive Program.

As reflected in this report, our evolution toward major research university status is well underway. Research expenditures are one important measure of that status, and we have good news to report. But acquisition and use of funding is not an end in itself—it is an investment in the culture permeating the entire institution. This is a place where discovery is an everyday expectation, as it has been from its start. Our extraordinary students deserve no less.

I had the pleasure recently of joining two presidential predecessors, Dr. Robert Rutford and Dr. Franklyn Jenifer, for a panel presentation. We each were asked what brought us here. And we agreed: It was the foundation for the University’s excellence and its aspirations toward national stature. That foundation was laid long before any of us joined the cause. In May, our 40th anniversary year with its ceremonies and festivities comes to an end. But the regard for our founders and their vision, as celebrated in the past few months, will only continue to grow as we look back on how far we have come in realizing their dreams.

David E. Daniel

These pages offer a view of the achievements of Fiscal Year 2009. To view the Annual Report online go to utdallas.edu/president/annualreport/2009.
Editorial: David Daniel
Finalist for Texan of the Year
Wednesday, December 23, 2009
A Texan who has had uncommon impact; who exemplifies Texas traits of trailblazing, independence and standing down adversity; and who has achieved or influenced these...

...today, UTD and six other emerging research universities across Texas have an invigorated competition for new state money. The most successful ones will have a better crack at building a research institution that ranks someday among the nation's elite. ...

An early and crucial ally was Dallas Rep. Dan Branch, who became a prime champion and later scored big money. Daniel reached out to other university presidents. Especially significant were James Spaniolo of UT-Arlington and Gretchen Bataille of the University of North Texas; agreement among the sometime-rival North Texas schools made an impression. Momentum built into enactment of legislation that was remarkably similar to the idea hatched in the UTD president's office.

For his bright idea, pluck and dedication to building a better state, we salute David Daniel as a finalist for 2009 Dallas Morning News Texan of the Year.

Tier One
The concept of creating a national research university to serve North Texas received a dramatic boost toward reality with the passage of a bill and a constitutional amendment creating an incentive fund to support it this past year.

As a result, UTD and six other emerging research universities across Texas have received new state funding and a new incentive exists for research funders and private donors to support institutions that can produce breakthrough research, entrepreneurs, outside investors and spinoff economic activity.

The rallying cry was for more nationally recognized, Tier One research schools—an area where Texas has been a national laggard, not a leader. President David Daniel's early effort to summarize the challenge in a widely circulated white paper helped bring this issue to the attention of state leaders. His partnership with other area presidents whose institutions are in the running for this support started a movement that won understanding and support virtually statewide.

The effort culminated in the signing of House Bill 51 on the UT Dallas campus last June. (See inside front cover.) The bill created a $50 million matching fund supporting research and faculty excellence and led to the successful passage this past November of Proposition 4, creating the $400 million National Research University Fund.

Funds made available under the new measures have been and will be awarded competitively to Texas' seven emerging research institutions as they attain specified benchmarks in research, endowment fund value, and student and faculty achievement.

Leveraging Millions for Research
The Tier One Law created a $50 million matching fund called the Texas Research Incentive Program (TRIP). The TRIP fund provides matching dollars for donations specifically given for research purposes, including endowed chairs, professorships, graduate student fellowships or facilities. The University qualified for $16.9 million from this fund by raising $16.9 million in private gifts over two months. The gifts came from faculty, alumni and local supporters. The greatest portion of the $16.9 million is in support for UT Dallas—about $15 million—wages in gifts of $100,000 and above from about a dozen donors. The remaining funds were raised through smaller gifts from a larger group of participants.

Donations of $2 million or more received a dollar-for-dollar match from the state. Gifts of $1 million to $1.9 million received a 75 percent match, while donations of $100,000 to $999,999, a 50 percent match.

The law put in motion the constitutional referendum to create the National Research University Fund. UT Dallas is cooperating with the Texas Higher Education Coordinating Board and the other six institutions eligible for the funds to determine how benchmarks for attaining eligibility will be applied.

Totals Raised by TRIP-Eligible Schools

<table>
<thead>
<tr>
<th>University</th>
<th>Total Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>Texas Tech</td>
<td>$24.4 million</td>
</tr>
<tr>
<td>UT Dallas</td>
<td>$16.5 million</td>
</tr>
<tr>
<td>University of Houston</td>
<td>$6.3 million</td>
</tr>
<tr>
<td>UT San Antonio</td>
<td>$4.5 million</td>
</tr>
<tr>
<td>UT El Paso</td>
<td>$6.1 million</td>
</tr>
<tr>
<td>University of North Texas</td>
<td>$2.3 million</td>
</tr>
<tr>
<td>UT Arlington</td>
<td>$1.1 million</td>
</tr>
<tr>
<td>UT Dallas—$15.2 Million in Matching Funds</td>
<td></td>
</tr>
</tbody>
</table>
FY 2009 Giving Highlights
Source of Gifts

<table>
<thead>
<tr>
<th>Source of Gifts</th>
<th>Cash</th>
<th>Pledges &amp; In-kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Support (Gifts &amp; Pledges)</td>
<td>$14,154,732</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Endowment (Market Value)</td>
<td>$14,013,722</td>
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</table>

Fiscal Years 2001–2009

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Cash</th>
<th>Pledges &amp; In-kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2009</td>
<td>$7,730,819.48</td>
<td>$4,292,707.35</td>
<td>$11,023,526.83</td>
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<tr>
<td>FY 2008</td>
<td>$17,071,119.43</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2007</td>
<td>$15,531,799.61</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2006</td>
<td></td>
<td>$5,331,761.85</td>
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</tr>
<tr>
<td>FY 2005</td>
<td></td>
<td>$12,347,424.50</td>
<td></td>
</tr>
<tr>
<td>FY 2004</td>
<td>$16,117,765.87</td>
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<td></td>
</tr>
<tr>
<td>FY 2003</td>
<td>$5,461,164.16</td>
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</tr>
<tr>
<td>FY 2002</td>
<td>$3,456,277.63</td>
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</tbody>
</table>

Office of Development and Alumni Relations

Like universities and colleges everywhere, UT Dallas was affected by the turbulent economy. Total giving for the past fiscal year reached just over $40 million. This figure includes gifts of cash and stock, gifts-in-kind, irrevocable planned gifts and documented pledges. The market value of UT Dallas’ endowment, as well, closing FY 2009 with a market value of $198,048,368.

While gift totals slipped, it was an unprecedented year for engaging alumni and new friends with UT Dallas. Regional alumni events were held in seven U.S. cities and, one, overseas. Also launched was the Good Neighbors Program, which connects the faculty to nearby senior communities for special lectures and brings seniors to campus for dynamic events. Regional Representatives Program Launched

There are more than 60,000 UT Dallas alumni living in 50 states and more than 40 countries. The Regional Representatives program strives to keep more of them connected. Representatives assist as a point of contact for prospective students, or as a useful connection for UT Dallas graduates moving to their city. They also play a lead role in helping with alumni events in their area. This new program is envisioned to evolve into formal regional alumni chapters in years ahead.

The alumni listed below have volunteered to serve as regional representatives for UT Dallas:

- Austin
  - Martha Ellis, MS ’79
- Pittsburgh
  - Michael Rausch, BS ’83
- Chicago
  - Paul Michaels, BA ’86
- Tulsa
  - Christian Oliva, BS ’95, MS ’96
- Houston
  - Karta Lopez-Brandon, BA ’91
- Washington, D.C.
  - Robin Kamenski, MPA, ’97
- Chengdu, Sichuan China
  - Hsiu Mei, BS, MS, ’95
- Taipei, Taiwan
  - Bing Min, PhD, MBA, ’98
For more information, please visit:
http://alumni.utdallas.edu/

Alumni Honored at Gala

One of UT Dallas’ great traditions, the Alumni Gala honors a select group of graduates. Recipients of the Distinguished Alumni Award are honored for their professional achievements, while recipients of the Green and Orange Award are recognized for their extensive volunteer service to UT Dallas. Honorees gathered March 28, 2009, to receive their awards.

Alumni Gala Honorees

- 2009 Distinguished Alumni
  - Dr. Ata Sanbar, PhD ’97
  - Professor, School of Biotechnology and Biophysics
  - University of North Carolina School of Medicine
  - Chapel Hill, NC
  - Dr. Cynthia Sherry, M.D., CPE, MMM, FACR, FACPE, BS ’78
  - Chairperson, Department of Radiology
  - Presbyterian Hospital Dallas
  - Dallas
  - The Honorable Jerry A. Madden, MS ’78
  - Texas State Representative, House District 67
  - Plano
  - Mr. David L. Helmberg, MBA ’80
  - President and CEO
  - HVMC Inc.
  - Chairmen of the Board and CEO
  - Eye Care Centers of America
  - Plano
  - Dr. Christopher Prager, PhD ’97
  - Executive Vice President and Chief Technology Officer
  - Phentech Inc.
  - Allen
  - 2009 Green and Orange Award
  - Mr. Robert E. Hewlett Jr., BS ’82
  - President and Treasurer
  - Hunt Oil Retirees
  - Dallas
  - Dr. James R. Hellems, PhD ’90
  - Adjunct Professor, Department of Electrical Engineering
  - UT Dallas

For more information, please visit:
http://alumni.utdallas.edu/
Research Spending Quadruples within a Decade

Research Spending Quadruples within a Decade

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spending</td>
<td>$15,923,269</td>
<td>$65,804,534</td>
</tr>
</tbody>
</table>

Over the past decade, research funding at UT Dallas has increased four-fold, from $15.9 million to more than $65.8 million. From FY08 to FY09, federal funding leapt from $21.4 million to $26.2 million. Restricted research (or funding from external sponsors) hit $36.8 million, a slight increase over the previous year. These upward trends are convincing evidence that UT Dallas’ focus on growing a Tier One research enterprise is paying substantial dividends. Since the University’s beginning as the Graduate Research Center of the Southwest, interdisciplinary investigation and discovery by entrepreneurial scientists have been hallmarks of our institution. UT Dallas researchers explore fundamental problems and create real solutions, from understanding the plasticity of the brain and creating nano-sized muscles that function at extreme temperatures, to geological explorations in the Earth’s deepest ocean trench.

Inventions, Patents and Start-ups Seam

The Office of Technology Commercialization, launched in mid-2008, recorded a record number of invention disclosures and start-up companies. Inventions disclosed nearly doubled, from 28 to 53, while patent filings leaped from 26 to 44 in FY09. The OTC sets itself apart from many university technology transfer offices by proactively facilitating the creation of start-up companies. Among the three latest start-ups is Magnetic Resonance Research Accessories Inc., a company that improves MRI images, correcting problems created by the slightest movement during scans. Another start-up, Kidney Stone Tech Inc., was established to further develop a revolutionary treatment for kidney stones, which allows stone fragments to be safely collected and removed using special magnetically tipped tools. The third, Cirasys Inc., is developing a universal power converter microchip that will allow portable devices such as cell phones and laptop computers to operate longer, using smaller and lighter internal batteries. The technology reduces product design and manufacturing complexity, decreasing the overall cost to produce new electronic devices.
Student enrollment at UT Dallas continued to climb in the last fiscal year, reaching a total of 15,783 by fall 2009. The freshman class grew by 20 percent over fall 2008. To raise research capabilities — and to better serve the region surrounding the University — UT Dallas must add more students. The continued rise in enrollment tracks with the school’s strategic plan to increase the student population to 22,000 within the next decade.

UT Dallas continued to attract many of the brightest students from around the globe. The average SAT score for incoming freshmen is among the highest for any university in Texas. About 36 percent of freshmen graduated in the top 10 percent of their high school class, and 70 percent were from the top 25 percent.

The school also takes pride in the diversity of its student population. Asian-American students continued to make UT Dallas a popular choice in 2009, and the school also raised its enrollment of Hispanic and African-American students over previous years. In terms of gender, the campus has more men than women, with 56 percent male students and 44 percent female, a ratio that is the reverse of most American campuses. A large percentage of UT Dallas students represent the first generation of college graduates in their families.

About 50 percent of freshmen came from the 11-county Dallas-Fort Worth metropolitan area, illustrating the essential role played by the University in educating and training the region’s future professionals. But undergraduate and graduate students also came to UT Dallas from many other cities, states and continents.

Some of the most popular UT Dallas majors are:
- Accounting and information management
- Arts and technology
- Biology
- Business administration
- Computer science
- Electrical engineering
- Interdisciplinary studies
- Psychology

The range of graduate programs also is expanding. Here are a few of the largest:
- Accounting and information management
- Arts and technology
- Business administration
- Computer science
- Communication disorders
- Electrical engineering

The University’s Comet Connection program, which involves partnerships with more than 50 community colleges, continued to attract students to UT Dallas’ campus. It allows students transferring from community colleges in Texas to lock in their tuition rate for five years.
When it comes to quantitative measures of success, UT Dallas students score among the highest average numbers in the state. Many of our students begin making their mark in the world well before they graduate.

Since its beginning in 1996, the University’s debate team has risen from participating in regional competitions to winning matches at the nation’s top debate tournaments. In 2009, the Cross Examination Debate Association ranked the team third in the nation.

2009 graduate Austin Swafford was one of 17 students in the world chosen for a four-year accelerated doctoral training program sponsored by the National Institutes of Health (NIH) and Oxford and Cambridge Universities. Swafford, who plans to earn a PhD in biomedical engineering, will spend two years at either Oxford or Cambridge and then two years at the NIH. His stated goal is to return to UT Dallas as a faculty member.

Gabriel Vaughan scored the highest of any test-taker in Texas on the nationwide CPA exam and earned one of the top 10 scores nationally. For his performance, the American Institute of Certified Public Accountants awarded him one of its 10 Elijah Watt Sells Awards. He is the first UT Dallas student to receive the national award, which has been presented since 1923.

Ernie Lowery, one of the leading scorers on the UT Dallas men’s basketball team for several seasons, was elected first-team All-District 6 in the College Division of the 2009 ESPN The Magazine Academic All-America men’s basketball team. Lowery, a graduate student in the UT Dallas accounting and information management program, was the only American Southwest Conference student athlete selected for the All-District men’s basketball team.

Mary Gurak and Alex Palmer received the prestigious Barry M. Goldwater Scholarship, awarded annually to accomplished collegians who are planning careers in mathematics, the natural sciences or engineering. Gurak graduated from UT Dallas with a bachelor’s degree in biomedical engineering and plans to pursue a PhD in applied mathematics with an emphasis on physics. Palmer, a senior physics major, hopes to become a researcher or professor of physics.

During the 2008-2009 academic year, a record-setting 101 UT Dallas students were successfully admitted to medical and dental schools. The overall University admission percentage on first application is 61 percent, as compared to a national admission rate of 49 percent. UT Dallas students were accepted to institutions including Yale University Medical School, Baylor College of Dentistry and UT Southwestern Medical School.
UT Dallas grew its tenure and tenure-track faculty 5.5 percent from 2008 to 2009. A total of 37 new faculty members ranging from assistant to full professor were hired in the last fiscal year. Among them are:

- **Dr. Mario Rotea** who came from the University of Massachusetts Amherst to head the new Department of Mechanical Engineering in the Erik Jonsson School of Engineering and Computer Science. Rotea has more than 20 years of experience in the field of control engineering, including time in academia, in industry and at the National Science Foundation. Launched last fall, Mechanical Engineering already enrolls 141 students, including six graduate students. The curriculum is expressly tailored to meet the needs of today’s mechanical engineer, providing instruction in micro-thermodynamics, micro-fluidics and other areas essential for the demands of the 21st Century.

- **Dr. Michael Zhang** joined UT Dallas as professor and Cecil H. and Ida Green Distinguished Chair of Systems Biology Science. His position in the School of Natural Sciences and Mathematics brings UT Dallas strong expertise in the growing field of computational biology, which bridges the life sciences and quantitative sciences — mathematics, statistics and computer science — to better understand living systems. Zhang previously served as professor at the Watson School of Biological Sciences and has been conducting research at Cold Spring Harbor Laboratory since 1991. He has contributed significantly to the emerging field of epigenomics, or regulatory changes in gene expression without altering DNA sequences and was instrumental in developing computational tools to identify genes and their regulatory elements.

- **Before joining UT Dallas, Dr. Donggyu Sul** held teaching and research positions at the University of Auckland in New Zealand. Sul was hired as a full professor in the School of Economics, Political and Policy Sciences to anchor its training in econometrics, which is central to analysis in modern economics. He is a specialist in the developing field of panel data econometrics, which is the use of surveys that repeatedly measure the characteristics of observations over long periods of time and make it possible to determine the effects of policy interventions on behavior. Along with another economist, Sul wrote the longest paper ever published in the highly technical flagship journal Econometrica. His work has appeared in such prestigious journals as Review of Economic Studies and the Journal of Econometrics, among others.

- The University’s second round of investitures—ceremonies of honor and celebration for professors holding named chairs—was held in 2009 for **Dr. Yves Chabal**, the Texas Instruments Distinguished University Chair in Nanoelectronics, and **Dr. Kenneth K. O**, the Texas Instruments Distinguished Chair.
The Callier Center for Communication Disorders received its largest contribution to date from the United Way of Metropolitan Dallas. The donation of more than $100,000 represents a 42 percent increase over the previous year’s support. Of that amount, more than $70,000 was awarded to Callier through a competition grant process to fund three priority needs programs:

- Cochlear implant evaluations and follow-up visits
- Speech-language therapy for children with unintelligible speech
- Pediatric hearing aid services

The remaining $30,000 came from the United Way’s partnership funds, which are unrestricted dollars intended for direct patient care. The Callier Center has been a United Way partner agency since 1988.

The new Center for Values in Medicine, Science and Technology promotes public understanding of the crucial role that technological innovations and scientific discoveries play in shaping contemporary values. Supported with $9 million from the State of Texas, the center will offer undergraduate classes, graduate seminars and public lectures examining the philosophical, moral and legal ramifications of technological advances. In particular on fostering research projects aimed at developing circuits and techniques that improve public safety and security, enhance medical care (for example, through ultra-low-power electronics for implantable medical devices), and help the United States become more energy-independent. Dr. Kenneth O, director of the center and a professor of electrical engineering, is perhaps best known in his field for helping make what’s known as RF CMOS the technology of choice for the billions of cell-phone chips now in use. He also helped expand the application of CMOS semiconductor technology by demonstrating its capability at ever-increasing frequencies, and his research group currently holds the record for the highest operating frequency for transistor circuits.

The Callier Center for Communication Disorders, with support from the United System of Metropolitan Dallas, is reaching out via community forums, identifying strengthening the surrounding region. The institute offers training and technical assistance to help governments and nonprofit agencies in North Central Texas confront a variety of governance and operational challenges. In its commitment to advancing the community, the institute aligns with the community outreach component of the University’s mission strategic initiative, “Making a Great City Even Greater,” in its commitment to strengthening the surrounding region. The institute is reaching out via community forums, identifying strengthening the surrounding region.

Launched in the spring of 2009, the Institute of Public Affairs offers training and technical assistance to help governments and nonprofit agencies in North Central Texas confront a variety of governance and operational challenges. In its commitment to advancing the community, the institute aligns with the community outreach component of the University’s mission strategic initiative, “Making a Great City Even Greater,” in its commitment to strengthening the surrounding region. The Institute of Public Affairs, or TxACE, a $16-million collaborative effort among Semiconductor Research Corp., the Texas Emerging Technology Fund, Texas Instruments, the University System of Texas and UT Dallas. It focuses in particular on fostering research projects aimed at developing circuits and techniques that improve public safety and security, enhance medical care (for example, through ultra-low-power electronics for implantable medical devices), and help the United States become more energy-independent. Dr. Kenneth O, director of the center and a professor of electrical engineering, is perhaps best known in his field for helping make what’s known as RF CMOS the technology of choice for the billions of cell-phone chips now in use. He also helped expand the application of CMOS semiconductor technology by demonstrating its capability at ever-increasing frequencies, and his research group currently holds the record for the highest operating frequency for transistor circuits.

The Texas Legislature gave the Center for BrainHealth $5 million to expand a successful pilot program to more schools in Dallas and Plano. The program, the Middle School Brain Years, uses a method called Strategic Memory and Reasoning Training, or SMART. With this method, BrainHealth scientists are trying to improve critical thinking in U.S. teenagers. Dr. Sandra Chapman, founder and chief director of the Center for BrainHealth, said there has been too great an emphasis on standard-ized testing, which encourages rote memorization rather than reasoning. In the 54-student pilot program conducted at a Dallas middle school last year, SMART participants had a 30 percent improvement in reasoning scores, while students in the control groups did not improve. All students in the SMART research group passed the TAKS reading test, and 30 percent were commended.

Dr. Sandra Chapman, founder and chief director of the Center for BrainHealth, said there has been too great an emphasis on standardized testing, which encourages rote memorization rather than reasoning. In the 54-student pilot program conducted at a Dallas middle school last year, SMART participants had a 30 percent improvement in reasoning scores, while students in the control groups did not improve. All students in the SMART research group passed the TAKS reading test, and 30 percent were commended.

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The remaining $30,000 came from the United Way’s partnership funds, which are unrestricted dollars intended for direct patient care. The Callier Center has been a United Way partner agency since 1988.

The new Center for Values in Medicine, Science and Technology promotes public understanding of the crucial role that technological innovations and scientific discoveries play in shaping contemporary values. Supported with $9 million from the State of Texas, the center will offer undergraduate classes, graduate seminars and public lectures examining the philosophical, moral and legal ramifications of technological advances. In particular on fostering research projects aimed at developing circuits and techniques that improve public safety and security, enhance medical care (for example, through ultra-low-power electronics for implantable medical devices), and help the United States become more energy-independent. Dr. Kenneth O, director of the center and a professor of electrical engineering, is perhaps best known in his field for helping make what’s known as RF CMOS the technology of choice for the billions of cell-phone chips now in use. He also helped expand the application of CMOS semiconductor technology by demonstrating its capability at ever-increasing frequencies, and his research group currently holds the record for the highest operating frequency for transistor circuits.

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Success in foundational math and science courses not only affects whether students choose careers in high-demand fields such as research and technology, but also whether the students complete a college education. Courses in math and science are often core requirements of a degree plan; students who do not pass them cannot progress to upper-level work, and may struggle to graduate. Internal research has shown that even the most highly qualified freshmen are likely to be tripped up in their academic progress by two critical course offerings: calculus and chemistry.

To address this challenge head on, the University created the GEMS (Gateways to Excellence in Mathematics and Sciences) Center. The GEMS Center serves two primary functions: as a one-stop academic enhancement center, and as the hub for implementing and assessing the University’s Quality Enhancement Plan, or QEP. The QEP won positive notice in the University’s Southern Association of Colleges and Schools Commission on Colleges reaffirmation process, completed last year.

The GEMS center brings the former Learning Resource Center together with the Office of Student Success and Assessment to help UT Dallas students hone their skills in key subject areas, especially mathematics and sciences. The GEMS Center provides individual appointments, group workshops and other strategies to help students achieve their educational goals. One method proving especially effective is the use of supplemental instructors (SIs). SIs are undergraduates who have successfully completed chemistry and calculus. They return to the class they have mastered and conduct weekly, small-group reviews of material with students currently enrolled. Sponsored by a faculty member, SIs create their own lesson plans for post-class meetings and hold test review sessions.

After One Year, GEMS Students Sparkle

Measures of Success

- Grade improvement – Calculus II students using GEMS assistance scored an average of 0.49 grade points higher than those who did not—enough to raise a B+ to an A-. General Chemistry II students who took advantage of GEMS instruction saw an increase of 0.37 grade points in their final grade versus non-participants.

- Course completion – Universities monitor many facets of student activity to measure success. One of these markers is the number of students who begin courses and then leave them before the semester ends. Failure and drop rates for both general Chemistry I and II students who participated in the GEMS program were 15 percentage points lower than those who did not. Calculus II students had a Drop/Fail/Withdrawal rate 11.2 percentage points lower than University students who did not use GEMS assistance. GEMS is proving that with a little assistance, UT Dallas students can not only survive, but thrive, in science and mathematics subjects.
UT Dallas Fast Facts

Founded: 1969
Colors: Flame orange and eco green
Student Profile: Male 56%/Female 44%; Undergraduate 62%/Graduate 38%; Full time 64%/Part time 36%
Accessibility: 45% of undergraduates are first-generation college students.
Academic Programs: More than 130 academic programs across seven schools
Full-time MBA: Ranked as one of top 50 programs in the nation, according to U.S. News & World Report
Audiology: Graduate audiology program ranked No. 4 in the nation by U.S. News & World Report.
Speech-Language Pathology: U.S. News & World Report ranks UT Dallas graduate program as 12th in the nation.
Engineering: U.S. News & World Report ranks UT Dallas’ graduate 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 doctoral degree in criminology in Texas.
The Erik Jonsson School of Engineering and Computer Science launched the first accredited telecommunications 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 the United States according to Kiplinger’s Personal Finance
Higher Percentage: UT Dallas confers a higher percentage of science, engineering and business degrees (82%) than all other Texas public doctoral-granting institutions (54%).
Pre-med students are admitted to medical schools at a rate of 61%, against a national admission rate of 49%; graduating seniors were admitted to all of the top 10 law schools in the nation.
Geographic Origin: In-state: 92%/Out-of-state: 4%/International: 4%
Top Texas Counties of Origin: Dallas, Collin, Denton, Harris, Tarrant, Travis
Top States of Origin: Texas, California, Louisiana, Oklahoma, Illinois, New York, Florida
Top Countries of Origin: USA, India, China, Taiwan, South Korea, Mexico
Average Class Rank: 36% of freshmen ranked in the top 10% of their high school class; 70% ranked in the top 25%
Financial Aid: 46% of undergraduates receive some form of financial aid.
Fastest Growing Program: Arts and Technology has grown from zero to close to 800 students in just a little more than five years.
Constantly Improving: Through its LEAN Initiative, UT Dallas saved 10,000 sheets of paper by automating budget preparation, trimmed more than 1,000 manpower hours with improved bank reconciliation, and increased efficiency by storing more than 400,000 documents electronically.
Housing: 25% of undergraduate students live in University housing
Student Life: UT Dallas has more than 165 student organizations.
Doing Good: 45 UT Dallas student organizations and departments logged more than 30,000 volunteer hours at 53 Dallas-Fort Worth community agencies.
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: With nine conference titles since 2002, the Comets are powerhouse contenders in the NCAA Division III American Southwest Conference.
UT Dallas fields 15 intercollegiate teams with more than 250 student athletes.
Alumni: UT Dallas has 63,038 alumni who have earned 68,957 degrees from the University.
Faculty Receive Grants to Transform Undergraduate Education

Arts and Technology professors Monica Evans and Marjorie Zielke are taking on a challenge issued by The University of Texas System: Transform undergraduate education in the Lone Star State. The UT System Board of Regents awarded them roughly $250,000 in grants to stimulate new teaching and learning methods. The Transforming Undergraduate Education grants also will challenge the capabilities of students, while increasing efficiency and reducing instructional costs. Dr. Evans will create a game to teach calculus, while Dr. Zielke will partner with The University of Texas at Arlington to create a virtual environment for student nurses in training. Both projects afford ATEC students the chance for real-world project experience while in school—a hallmark of the program.

Private Gift to Support Museum Studies

The School of Arts and Humanities continues to expand its visual and performing arts offerings, thanks to the gifts of generous supporters and endeavors of outstanding faculty. A $1 million gift to The Center for the Interdisciplinary Study of Museums (CISM) by Dallas philanthropist and civic leader Nancy Hamon supports research that will enable a book series on the history of art museums. The Brettell Series on the History and Theory of the Art Museum will be edited by Dr. Richard Brettell, the Margaret M. McDermott Distinguished Chair of Art and Aesthetic Studies. The series, to be published by Yale University Press, will be issued at a rate of one volume a year for five years, beginning in 2012. Brettell created CISM in 1999. Brettell and his students explore the cultural politics of art display and museum history.
The School of Behavioral and Brain Sciences garnered a record $9.9 million in total research funding in 2009. The amount represents a 37 percent increase over the previous year’s total. With a focus on improving the human condition throughout the lifespan, BBS researchers use the funds to investigate the basic processes surrounding human development and behavior. The amount of federal research spending also increased more than 55 percent to an all-time high of $6.2 million. Grants from the National Institutes of Health, National Science Foundation and U.S. Department of Veterans Affairs contributed to the total. BBS researchers received funding for 41 grants, a 24 percent increase over the previous year’s total.

Grant Highlights

The following are just two examples of major grants awarded to faculty members in 2009. The National Institutes of Health awarded a $2.18 million grant to Dr. Susan Jerger, the Ashbel Smith Professor in the School of Behavioral and Brain Sciences, to support her studies of speech processing and childhood hearing impairment. The grant marks the 25th consecutive year that Jerger’s research has received funding. Jerger directs the Children’s Speech Processing Lab, which studies the development of children’s listening abilities and their understanding of basic words.

Dr. Marion Underwood received a $3.4 million grant from the National Institutes of Health to conduct the first-ever study of the content of teens’ texts, emails and instant messages. As the Ashbel Smith Professor of Psychology, she has been studying 250 children and their families since 2003, when the students were in the third grade. The study began as an effort to understand how children make and keep friends, but as the young people grew, it became clear that electronic communication was becoming an enormous part of their social lives. New Underwood’s study is providing an important window into understanding how complex social networks—both virtual and real—shape adolescent development. Underwood plans to follow the children until they graduate from high school.

Regents’ Outstanding Teaching Award

Dr. Michael Kilgard, associate professor, was one of 38 faculty members across the nine UT System academic institutions to be named a recipient of the Regents’ Outstanding Teaching Award for tenured faculty. As one of the most-cited researchers in the world on neuroplasticity, the brain’s ability to change, Kilgard said he embraces the opportunity to positively influence students’ lives.
School of Economic, Political and Policy Sciences

Graduate Degrees Increase More Than 400%  
The academic year ending in August 2009 marked a period of extraordinary increase in the number of graduate degrees awarded in Economic, Political and Policy Sciences—more than 400% since 2003. In addition, the new doctoral program in geospatial information sciences graduated its first PhD student. Launched in 2005, the program equips graduates to serve in an important and rapidly growing field that melds data collection, mapmaking and spatial analysis.

Complete Suite of Geospatial Degrees  
The new bachelor’s degree in geospatial information sciences (GIS) brings together the full complement of undergraduate, graduate and doctoral degrees in the specialized field. The new undergraduate degree program is designed to teach students the logical, mathematical and technological underpinnings of GIS technologies and techniques.
The Erik Jonsson School of Engineering and Computer Science continued to hire faculty, expand its curriculum and enlarge its research enterprise during the past year. The school welcomed 10 new faculty members in fall 2009, topping 100 faculty members for the first time. As a group, the 10 expand the Electrical Engineering Department’s expertise in analog technology and systems, build the young Materials Science Department’s capabilities in organic electronics and advanced materials fabrication, launch the first round of hiring for the one-year-old Mechanical Engineering Department, and nurture the school’s evolving capabilities in bioengineering.

Two computer science faculty members hired in recent years received prestigious Career Awards this year from the National Science Foundation: Yang Liu for a project concerning automated speech and Murat Kantarcioglu for work regarding privacy-preserving technologies.

This year the school also received approval to begin offering graduate degrees in biomedical engineering in conjunction with UT Southwestern Medical Center and UT Arlington. The collaboration will take advantage of all three institutions’ strengths and further build upon their joint research projects. It also will significantly enrich the school’s already fertile multidisciplinary environment, complementing and building upon the University’s strengths in electrical engineering, mechanical engineering, computer science, chemistry and physics.

**UTDesign Deepens Industry Ties**

The Jonsson School also recently introduced UTDesign, a program that deepens students’ senior design experience by adding projects conceived, supported, mentored and evaluated by local technology companies. Students get experience working on real-world engineering problems, the school’s industry partners have an opportunity to outsource selected projects to teams of enthusiastic students, and faculty have another means to obtain insight into problems of interest to industry.

**STARRS Aims to Increase Diversity**

The University introduced a new program in the spring designed to help underrepresented students in the Jonsson School succeed in difficult engineering and computer science courses. Called STARRS (Supporting the Transition to Achieve Recruiting and Retention Success), the program is funded with a $242,000 grant from the Texas Workforce Commission. It awards up to 40 scholarships per semester, provides student mentors, and offers a summer program to help participants get a head start on their studies. The STARRS grant was secured by the Office of Diversity and Community Engagement and confirms the University’s commitment to booster diversity.
Academic Bridge Program Celebrates 10 Years of Success
The award-winning Academic Bridge Program celebrated 10 years of helping high-potential students bridge the gap between high school and college. Since the program’s inaugural class, 112 Bridge students have graduated from UT Dallas. The Bridge program recruits students who rank high within their high school graduating class, but who may have missed the chance to take a full college-preparatory curriculum. On paper, these students may not meet the entrance requirements for UT Dallas, but based on individual interviews and personal references, they are admitted and attend classes during the summer before their freshman year. It is remarkable what Bridge students achieve: More than 45 percent major in engineering, science or business management and more than 70 percent graduate—a percentage well above the University, state and national averages.

Jumpstart for Success
The School of Interdisciplinary Studies is a new affiliate of the national nonprofit organization Jumpstart. Since its inception at Yale University in 1993, Jumpstart has been pairing at-risk preschool children with adult volunteers to build the literacy, social and emotional skills children need to thrive in school and beyond. During the eight-month Jumpstart school year, program members serve 10 to 12 hours each week through a mix of assistance during regular daycare hours and structured supplemental classroom sessions. In its first year, 14 UT Dallas Jumpstart volunteers worked in two Dallas-area daycare facilities, volunteering 2,552 hours.

Health Care Studies Minor Added
The U.S. healthcare industry employed 14.3 million people in 2008, and is expected to add 2 million jobs to the economy by 2018. This sector outpaces the growth of all other industries, and needs highly skilled doctors, dentists and pharmacists, as well as mental health professionals and registered nurses to diagnose and treat millions of people. To better prepare UT Dallas students for post-graduate study in health care, the School of Interdisciplinary Studies partnered with the University’s Health Professions Advising Center to introduce the minor in health care studies, which is available to students from any major. Students will learn about important aspects of the health professions from UT Dallas and UT Southwestern Medical Center. They may choose from courses such as “Medical Spanish,” “Law and Medicine” and “Economics of Health” in order to complete this 18-hour minor.
Ranked among the Elite

In terms of faculty research productivity—measured by the number of scholarly articles published in peer-reviewed journals over a five-year period—the School of Management is among the top 20 business schools worldwide, according to an annual study by the school. The Wharton School is No. 1, followed by Duke University, New York University, University of Chicago and University of Michigan. The school’s Full-Time MBA program ranks among the top 50 programs in the nation, according to U.S. News & World Report. The survey, released in 2009, ranked the program 23rd nationwide among public universities.

Teams and Students at the Top

A team of School of Management students took top honors in 2009 at the WBT- IC2 University Technology Commercialization Competition meant to spur commercialization of new technologies developed at universities. Stephen Dunlap and William “Ben” Morrow took first place with PassPro-tech, a software system that securely stores passwords while eliminating threats from hackers.

Finance graduate student Andrew Wong bested students from Columbia, MIT and Princeton in a foreign exchange trading contest. The student placed 10th out of 300 competitors from three nations who participated in the mock trading challenge. The contest, sponsored by Global Forex Trading, allotted each student a $50,000 mock account to trade international currencies on the foreign exchange market.

Accounting undergraduate Emily Ray received the $5,000 Esther Sawyer Award, an annual prize given for the best research paper covering the topic of internal auditing. The award included an all-expenses paid trip to the international conference in South Africa.

Customized New Degree Programs Answer Growing Demand

The school’s new master’s degree program in finance is designed for students with or without previous educational background in finance. Students studying for the finance degree can target a career specialty by pursuing one of four concentrations: financial analysis, financial management, financial risk management or financial engineering.

The master’s degree in healthcare management is a spinoff of the Healthcare Management Executive MBA program that targets physicians seeking to further their knowledge in healthcare administration and leadership. The new program is designed for non-physicians who desire a career in healthcare or want to advance in administrative healthcare management. Enrollment doubled in the fall of 2009 for the program, adding 46 new students to spring 2009 semester’s 45.

The master’s degree in supply chain management explores key issues associated with the design and management of industrial supply chains, including methods for improving supply chain operations by lowering costs, speeding delivery, improving quality and expanding variety. The program’s goal is to mold traditional business processes into competitive operations for today’s global marketplace.
Artificial Muscles for Extreme Temperatures

Researchers at the Alan G. MacDiarmid NanoTech Institute have demonstrated a fundamentally new type of artificial muscle—readymade for extreme environments. The carbon nanotube muscles can operate at temperatures where no other artificial muscle can be used—from below the temperature of liquid nitrogen (-196° C)—to above the melting point of iron (1538° C). The discovery was published in the journal Science. These new artificial muscles can elongate—or stretch—10 times more than natural muscles and at rates 1,000 times higher. They’re capable of generating 30 times the force of a natural muscle. Where natural muscles can only contract at about 20 percent per second, these new muscles can contract faster than the blink of an eye, at about 30,000 percent per second. Developed at UT Dallas, the artificial muscles are aerogel sheets of carbon nanotubes that are comprised mostly of air.

School of Natural Sciences and Mathematics

Job Demands Met with New Degree and New Certification

The Department of Mathematical Sciences has created a new bachelor’s degree in actuarial science. Employment trends for actuaries are expected to increase by about 24 percent from 2006 to 2016, which is much faster than the average for all other occupations. Although often associated with insurance companies, actuarial professionals are increasingly in demand to evaluate investment risk for retirement systems, health benefit systems and in other fields.

The school also created a new certification in biomedical science for students who already possess a bachelor’s degree but wish to focus more on health and science. The biomedical sciences certificate program boasts opportunities for students who wish to pursue education and careers in medicine, dentistry or other health professions, providing them with the background needed for application to medical or dental school.

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Two exemplary programs at the University are preparing professionally qualified classroom teachers with subject-matter knowledge backed by degrees in the disciplines they teach.

**Teacher Development Center**

The UT Dallas Teacher Development Center is helping to equip the next generation of teachers launched into the schools with highly respected diplomas in discipline-specific majors and teaching certifications. The Center offers three levels of certification and several subject-area teaching fields. Undergraduates from any academic area can pursue a major and a teaching certification seamlessly and concurrently. UT Dallas prepared 173 students for full certification during FY ’09 through the Teacher Development Center.

**UTeach Dallas**

The award-winning UTeach Dallas mentorship program is making an enormous impact on improving classroom science education. The program provides a path toward teaching certification for math and science students. UTeach Dallas launched with a handful of students in the spring of 2008. More than 135 students are now on their way to becoming certified math or science teachers. The program originated at UT Austin and is being replicated at 15 universities and was recognized by President Barack Obama for its potential for excellence. Nationally, more than 80 percent of UTeach graduates are still teaching five years after they graduate—compared with 52 percent of graduates who didn’t participate in UTeach.
Senior Central Intelligence Agency officials, Civil Air Transport-Air America dignitaries and U.S. servicemen and women converged at the UT Dallas Conference Center in April to celebrate the donation of approximately 10,000 copies of recently declassified CIA documents to McDermott Library’s History of Aviation Collection in Special Collections. The library is already home to the CAT-Air America Archive and Memorial.

Working in partnership with the CIA, the University organized the historic event in the form of a free public symposium titled “Air America: Upholding the Airmen’s Bond.” Featured were former U.S. Air Force officials who posed as civilians in Laos during the Vietnam War and Air America pilots who performed search and rescue missions supporting the U.S. military.

Presented to an overflow crowd, the event was an emotional reunion for some of the attendees and panelists. Air America pilots were reunited for the first time with the airmen they had rescued. Veiled in secret CIA files until now, many of the stories told at the symposium had never before been shared with the public.
UT Dallas is transforming its campus with an array of construction and remodeling projects valued at more than $130 million and representing 1.5 million new square feet of building space.

**Math, Science and Engineering Teaching-Learning Facility**
Scheduled for completion in 2010, the 47,000-square-foot Math, Science and Engineering Teaching-Learning Facility, or MSET, epitomizes the interdisciplinary nature of modern science. Classrooms are designed to encourage small groups of students to work in teams under the guidance of an instructor communicating via mobile devices or interactive means. MSET doubles the University’s capacity for chemistry laboratories, and it adds more space for physics and biology. The building has a dedicated classroom for anatomy and physiology, important for students from a wide range of disciplines who are preparing for careers at the intersection of life science and engineering—biotechnology. Construction is supported with $27 million from The University of Texas System.

**Founders Hall**
The Founders Hall renovation gives a facelift to one of the University’s oldest buildings. The facility redesign allows for an open computer lab in the basement, and classrooms and offices on the ground floor. Plans also include a new atrium lobby extending out to the campus’ center mall. The renovation is expected to be complete by mid-2010.

**New Residence and Dining Halls**
The first day of fall classes brought with it the opening of two highly anticipated facilities on the UT Dallas campus: a new student residence hall and a dining hall.

The 148,000-square-foot, 400-bed student residence offers a living-learning community for freshmen students. The hall—which was fully booked before the semester began—includes a mix of furnished, three-bedroom, single-bath suites and efficiency units for peer advisers. It also has large, open communal spaces and numerous study areas. The 30,000-square-foot dining hall has space for students, faculty and staff to mingle, relax and dine. Open seven days a week, it includes a lounge area, separate faculty/university reception area and exterior courtyard. Features at the all-you-care-to-eat facility include a waffle bar, cooking and beverage stations, and potato and dessert bars.

**Campus Progress**

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Clockwise from top left:
- Math, Science and Engineering Teaching-Learning Facility, or MSET
- Dining Hall
- Founders Hall Renovation
- Residence Hall
Financial Statements

Statement of Financial Position
As of Fiscal Year Ends 2008 and 2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Current Assets</th>
<th>Non-Current Assets</th>
<th>Total Assets</th>
<th>Current Liabilities</th>
<th>Non-Current Liabilities</th>
<th>Total Liabilities</th>
<th>Total Net Assets</th>
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</table>

Statement of Revenues, Expenses and Changes in Net Assets
As of Fiscal Year Ends 2008 and 2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenses</th>
<th>Change in Net Assets</th>
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<tr>
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<td>731,056,287</td>
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<td>(801,543)</td>
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<tr>
<td>2008</td>
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<td>820,309,476</td>
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Use of Funds for Operating Expenses

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<tr>
<td>Instruction</td>
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<tr>
<td>Research</td>
<td>$125,887,101</td>
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<tr>
<td>Academic Support</td>
<td>$19,964,783</td>
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<tr>
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<tr>
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<td>Student Services</td>
<td>$160,904,885</td>
<td>$169,470,118</td>
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<tr>
<td>Public Service</td>
<td>$107,005,276</td>
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<td>Private Grants and Gifts</td>
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<tr>
<td>Federal Grants and Gifts</td>
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<tr>
<td>State of Texas</td>
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<td>$95,398,993</td>
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<tr>
<td>Tuition and Fees</td>
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| Use of Funds for Non-Operating Expenses

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<tr>
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Net Assets

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<th>Restricted Current Assets</th>
<th>Unrestricted Current Assets</th>
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Sources of Funds

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<tr>
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Statement of Executive Management
The University of Texas at Dallas presents fairly, in all material respects, the financial position, results of operations, and cash flows of The University of Texas at Dallas for the fiscal year ended August 31, 2009, in accordance with accounting and financial reporting standards as promulgated by UT System policy and The State of Texas. Changes in net assets, cash flows, and related footnote information of UT Dallas at August 31, 2009, and for the year then ended of Executive Management at UT Dallas presents fairly, in all material respects, the financial position, results of operations, and cash flows of The University of Texas at Dallas for the fiscal year ended August 31, 2009, in accordance with accounting and financial reporting standards as promulgated by UT System policy and The State of Texas.

The UNIVERSITY OF TEXAS AT DALLAS

Administration

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>David E. Daniel</td>
<td>President</td>
<td>972.883.2201</td>
</tr>
<tr>
<td>B. Hobson Wildenthal</td>
<td>Executive Vice President and Provost</td>
<td>972.883.2271</td>
</tr>
<tr>
<td>Aaron Cauley</td>
<td>Vice President for Development and Alumni Relations</td>
<td>972.883.4501</td>
</tr>
<tr>
<td>Cari Eby</td>
<td>Vice President for Enrollment Management</td>
<td>972.883.2278</td>
</tr>
<tr>
<td>James B. Gary</td>
<td>Vice President and Chief Information Officer</td>
<td>972.883.6890</td>
</tr>
<tr>
<td>Bruce E. Snade</td>
<td>Vice President for Research</td>
<td>972.883.6730</td>
</tr>
<tr>
<td>Calvin D. Jamison</td>
<td>Vice President for Business Affairs</td>
<td>972.883.2213</td>
</tr>
<tr>
<td>Darlene D. Reichow</td>
<td>Vice President for Student Affairs</td>
<td>972.883.5683</td>
</tr>
<tr>
<td>Amanda R. Routes</td>
<td>Vice President for Public Affairs</td>
<td>972.883.3781</td>
</tr>
<tr>
<td>Susan A. Rogers</td>
<td>Vice President for Communications</td>
<td>972.883.3229</td>
</tr>
<tr>
<td>Mapely Spearer</td>
<td>Vice President for Diversity and Community Engagement</td>
<td>972.883.8564</td>
</tr>
</tbody>
</table>

Deans

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dennis M. Kraus</td>
<td>Arts and Humanities</td>
<td>972.883.2791</td>
</tr>
<tr>
<td>Bar G. Mepham</td>
<td>Behavioral and Brain Sciences</td>
<td>972.883.7295</td>
</tr>
<tr>
<td>Brian J. Berry</td>
<td>Economic, Political and Policy Sciences</td>
<td>972.883.2375</td>
</tr>
<tr>
<td>Mark W. Spang</td>
<td>Erik Jonson School of Engineering and Computer Science</td>
<td>972.883.2375</td>
</tr>
<tr>
<td>Austin J. Cunningham</td>
<td>Graduate Studies</td>
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<td>George W. Fair</td>
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<td>Shasta Anton Gutierrez de Pinero</td>
<td>Libraries (Interim)</td>
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<td>Susan Pickel</td>
<td>Management</td>
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<tr>
<td>Myron B. Salamon</td>
<td>Natural Sciences and Mathematics</td>
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<tr>
<td>Donna Rogers</td>
<td>Students</td>
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<tr>
<td>Michael J. Coleman</td>
<td>Undergraduate Education</td>
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