

Creating the
Future: *Our Plan*



THE UNIVERSITY OF TEXAS AT DALLAS



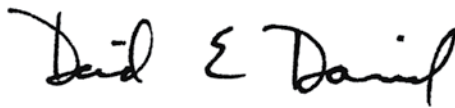
Preface

The University of Texas at Dallas has a vision: to become one of the nation's best public research universities and one of the great universities of the world. **The Dallas-Fort Worth region urgently needs this.**

Without the engine of discovery, invention, creativity, and entrepreneurship that a truly great university provides, our economic vitality as a region is at risk. Threats posed by countries such as China and India, which are making unprecedented investments in their research universities, make our task all the more urgent.

This document lays out the University's strategies and action plans for the next 10 years to achieve this goal. This plan describes our dreams, details our action plan, lays out space needs, outlines funding needs, and provides a business model and measures of progress. It is, literally, our roadmap to the future.

We invite you to join us in creating the future of an important institution, one that will assure the health and vitality of our region's citizens and children for generations to come.



David E. Daniel
President



Where We're Going

There are many good universities, but few great ones. UT Dallas is destined to be one of the great ones. We will be one of the most important institutions in Texas and a cornerstone of economic vitality and social progress in our region.

We aspire to be a first-rank public research university with focused centers of excellence, prepared to meet the challenges of a rapidly changing, technology-driven global society. We will be a leader in research and education in emerging areas of technology, science, and learning. We will be a leader in both framing and answering the questions faced by business, policy makers, healthcare professionals, and the public. We will be a valued partner to local industry, government, and cultural organizations, as well as with local schools,

community colleges, universities, and institutions. We will be among the most creative, innovative universities in the world.

One of UT Dallas' great assets is its home— one of the largest, most economically productive, and diverse metropolitan areas in the world. As we create our future, we will do so in a way that builds on the nexus of the University and our community.

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How We'll Get There

UT Dallas already possesses many qualities shared by the nation's best universities. For example, our entering freshman class typically has one of the highest average SAT scores among public universities in Texas. UT Dallas is one of only four universities in Texas whose faculty includes Nobel laureates as well as members of the National Academy of Sciences and National Academy of Engineering.

The principal challenge we face is the size of the faculty. It is too small to compete with the nation's leading research universities.

Nearly all top-quality universities—those such as MIT, Virginia, North Carolina, UC San Diego, Georgia Tech, and UC Santa Barbara—have at least 800 to 1,000 faculty members. UT Dallas' faculty numbers just under 400. To compete with the best, we must increase the faculty to a more competitive size.

The essence of this plan is to scale up over the next 10 years by:

- **Increasing the faculty size from less than 400 to 610**
- **More than doubling research productivity to \$100 million**
- **Adding at least 5,000 new students**
- **Constructing 1.5 million new square feet of building space**
- **Increasing annual production of Ph.D.s from 100 to 300**
- **Increasing endowment by \$300 million and current use gifts by \$150 million**
- **Investing in critical programs, centers, and institutes**
- **Investing in top-quality people**

Why Dallas Needs Us to Succeed

The State of Texas produces \$900 billion of gross state product annually and ranks as the nation's third most economically productive state, trailing only California and New York.

Regrettably, Texas does not rank highly with respect to the number of leading universities. The Association of American Universities (AAU), comprised of the nation's best research universities, includes only three from Texas: Rice, UT Austin, and Texas A&M. California boasts nine AAU universities, and New York, seven.

Among the top 10 United States metro area economies, only Dallas-Fort Worth lacks an AAU university. New York City and Los Angeles have four AAU universities each. Chicago has two.

Dallas has none.



The region has a history of greatness achieved through the creativity of entrepreneurs who made Dallas a transportation hub in the rail age, a cotton trading center in the agricultural age, a banking, insurance and finance locus and a high tech center in recent times.

Dallas' success continues to depend on the knowledge, education, and creativity of its people. The University's founders recognized this at the institution's start, and it is just as true today: Dallas and UT Dallas must create the future they deserve.

Strategic Initiatives

The University will invest in six strategic initiatives that are deliberately interconnected, will engage the entire UT Dallas community, and will transform UT Dallas into a top-tier public research university.

UT Dallas' Strategic Initiatives

1 Tomorrow's Inventions

Strengthen research productivity, the engine that drives innovation.

2 Preparing Students for Tomorrow's Challenges

Prepare students for a lifetime of contribution and leadership.

3 Managing Change in a Changing Society

Lead the constructive adaptation to our changing world.

4 Securing the Safety of the Future

Create innovative means of ensuring the safety of the area's people and infrastructure.

5 Improving Health and Quality of Life

Contribute to the health and vitality of the people of the region.

6 Making a Great City Even Greater

Interact with our community to strengthen the University and the surrounding region.

Tomorrow's Inventions

The University aspires to become one of the nation's best research universities. To achieve this, **UT Dallas must invest heavily in research in areas of great opportunity for discovery and impact**, especially the natural sciences, health and medical sciences, engineering, and supporting areas.

Three specific areas are targeted for major investment:

1.1 Research Enterprise Initiative: *A \$300-million joint project between Texas Instruments, the State of Texas, the UT System, and UT Dallas to advance the Erik Jonsson School of Engineering & Computer Science. This project is on schedule and will continue to be UT Dallas' top priority.*

1.2 The BioWorld: *Research discoveries in biology and medicine have enormous promise to be transformative for mankind. The initiative involves all of UT Dallas' schools and entails collaboration with UT Southwestern Medical Center of Dallas.*

1.3 Nanotechnology: *UT Dallas will invest in increasing its research capacity in nanotechnology across multiple schools, and will provide regional leadership in transfer of this knowledge to business entrepreneurship.*

Preparing Students

Above all else, the purpose of universities is to educate students and to prepare them for a lifetime of contribution, leadership, and personal fulfillment. Education of students is a critical element of this strategic plan. The four areas targeted for special attention are:



2.1 The Education of Leaders: *Focus on curricular elements for developing leadership skills and create a Center for Excellence in Learning and Teaching.*

2.2 Living-Learning Communities: *Integrate learning experiences into the residential life via living-learning communities focused on topics such as pre-law and pre-medicine.*

2.3 Investment in People: *Recognize and reward excellence at all levels. Investments in people will require new resources, such as endowment gifts for professorships and scholarships.*

2.4 Enhancement of Diversity and Inclusion: *Hire a Vice President for Diversity and Community Engagement, strengthen programs that will attract a diverse array of talented people at all levels, and create a culture that celebrates diversity.*

Managing Change

The University will lead by example in constructive management and adaptation to our changing world. Two areas will be the focus of investments:

3.1 Dynamic Change Management: *Create a campus-wide program for dynamic change management to serve as a spark and catalyst for change, cutting across all of UT Dallas' schools. The newly created Center for Values in Medicine, Science & Technology and the Institute for Innovation and Entrepreneurship are examples of programs that can inform and lead constructive change.*

3.2 Innovative Centers and Institutes: *The University will invest in its outstanding existing centers and institutes and will invest in select "grand challenge" programs with potential for major impact. Preliminary concepts include such diverse themes as "innovation," "creativity," "global software," "multinational business," "global*

communications," "the health care system," "multicultural issues in a global world," and "public policy in a flat world."



Safety of the Future

The specter of terrorism and the threat of natural disasters imperil our national sense of security. **UT Dallas will contribute to ensuring the safety of the nation's citizens**, not only through new technology and new knowledge, but also by promoting global awareness in the curriculum.

Two program areas will receive priority for investment:

4.1 National and Global Security: *Strengthen existing program and build new programs that address critical security issues, such as cyber security and bio-threats. The investments will require new people, infrastructure, and program support.*

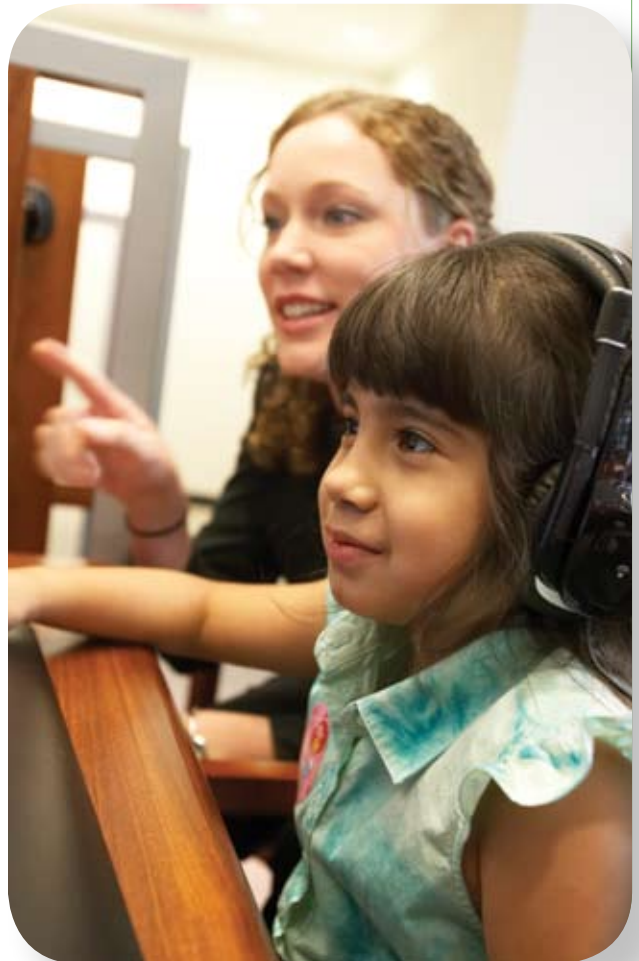
4.2 Energy and the Environment: *Contribute to addressing the region's critical energy needs and ameliorating environmental impacts related to energy production and use. Investments will require leadership in geosciences, with important science and engineering inputs from other programs, and hiring of new faculty to provide this leadership. Integrate public policy component to develop solutions to issues related to energy and the environment.*

Improving Health, Life

This strategic initiative is focused on **improving the health and quality of life of individuals and society**. The University of Texas at Dallas has established several important and successful programs such as the Callier Center for Communication Disorders and the Center for BrainHealth. These programs will be strengthened. In addition, two initiatives will be the focus of investments:

5.1 Life Science Health Collaborations: *Strengthen and build collaborations with UT Southwestern Medical Center of Dallas to conduct research on essential life science questions, and to deliver quality care interventions to citizens of the area. At every opportunity, seek joint appointments for new faculty hires and shared use of facilities and program initiatives.*

5.2 Enhanced Quality of Life: *Support programs that enhance the quality of life for citizens in our region, from health care to continuing education. Priority will be given to programs that strengthen the academic and scholastic quality of UT Dallas and enhance our community's quality of life.*



Making a Great City Greater

A leading university contributes significantly to the level of achievement in its community. Five initiatives will be given priority:

6.1 K-16 Education: *Interact with area schools to strengthen K-16 education. Priority will be given to the urgent need for qualified math and science teachers.*

6.2 The Arts: *Contribute to a healthy and vibrant arts community, bringing our arts programs to the community and infusing the region with fresh ideas and talent.*

6.3 Business Leadership: *Train the business leaders that the region will need.*

6.4 Community Outreach: *Create a Community Outreach Office to engage students, faculty, and programs with the community.*

6.5 University Village: *Enhance the physical appearance of the campus, and use unoccupied land to develop places of business where university residents and the community can co-mingle, such as restaurants, book stores, and University-related businesses.*



Strategic Imperatives

The Strategic Plan lists eight specific imperatives.

UT Dallas' Strategic Imperatives:

<i>Imperative One</i>	Build faculty size.
<i>Imperative Two</i>	Add 5,000 new students.
<i>Imperative Three</i>	More than double external research funding.
<i>Imperative Four</i>	Tell UT Dallas' story better.
<i>Imperative Five</i>	Improve annual giving and endowment.
<i>Imperative Six</i>	Increase the number of Ph.D.s awarded.
<i>Imperative Seven</i>	Enhance graduation rates.
<i>Imperative Eight</i>	Improve operating efficiency.

The University has benchmarked itself against 16 “aspirational peer” universities, which include the leading, relatively small public research universities such as Virginia, North Carolina, UC San Diego, Georgia Tech, UC Santa Barbara, Delaware, and North Carolina State. Key characteristics of this group are an average of 1,000 faculty members and 21,000 students. **The key is the faculty size. UT Dallas must grow its faculty if it is to compete.**

UT Dallas will achieve a faculty of 500 within five years (fall of 2012) and 610 by fall, 2017. UT Dallas will add new faculty members at an average pace of 20 to 25 new professors

per year, which is within recommended parameters for growth.

Each of UT Dallas’ schools will contribute to the University’s success and growth. Many of the faculty hires will be in interdisciplinary areas and will involve searches that involve multiple schools.

Faculty will be hired in areas of greatest opportunity for research, discovery and contribution to our region’s success. The expansion will provide sufficient faculty who are active in externally funded research to achieve the University’s goal for \$100 million of external research funding. Table 1 summarizes the expansion plan.

Table 1. Planned Faculty Growth for UT Dallas

School	Current Faculty	Faculty in 5 yrs	Faculty in 10 yrs	New Faculty in 10 yrs	Faculty Engaged in Externally Funded Research in 10 yrs
Arts & Humanities	43	52	65	+22	14
Behavioral & Brain Sciences	38	45	53	+15	45
Economic, Political & Policy Sciences	60	68	80	+20	40
Engineering & Computer Science	86	138	175	+89	150
General Studies	3	3	3	-	1
Management	78	92	107	+29	10
Natural Sciences & Mathematics	74	102	127	+53	110
TOTAL	382	500	610	228	370

To meet the region’s need for top talent, the size of the student body will increase as new programs are started and the faculty expands.

The University will add, as a minimum, an additional 5,000 full-time-equivalent (FTE) students over the next 10 years, which will expand the UT Dallas student body to more than 16,000 FTE students and more than 21,000 total students, counting part-time students.

About 40% of the University’s students are graduate students, and about 60% are

undergraduate students. This ratio is expected to hold.

The University will achieve growth in two ways:

1. Increase enrollment in existing programs by 2% per year.
2. Enroll 2,820 students in new programs as shown below.

The expansion of the student body by about 50% over the next decade is consistent with the 65% expansion of the past decade. New degree programs are summarized in Table 2.

Table 2. Planned New Academic Degree Programs

School	New Degree Programs	New Students
Arts & Humanities	Art and Technology (PhD), Emerging Media & Communication, and Medical & Scientific Humanities	390
Behavioral & Brain Sciences	Psychological Sciences (MS) and Speech Pathology (PhD)	50
Economic, Political & Policy Sciences	International Political Economy (BS, BA, MS), Public Policy (MPP), Legal Studies (MLS), Legislative Affairs (MA), and Political Science (MA)	420
Engineering & Computer Science	Materials Science and Engineering, Bioengineering, Mechanical Engineering, Chemical Engineering, Systems Engineering and Management	1,040
Management	Healthcare Management (MS), Supply Chain Management (MS), Finance (MS), and Marketing (MS)	600
Natural Sciences & Mathematics	Actuarial Science, Biostatistics (MS, PhD), Biotechnology (MS, PhD), Molecular Biophysics (BS), and Science and Math Education (MS, MAT, MAIS, PhD)	320
TOTAL		2,820

Note: When no specific degrees are listed, all three degrees (baccalaureate, masters, and PhD) are planned.

Imperative Three

Increase Research

Annual research expenditures are increasing steadily and were \$43 million in the most recent year. **To fulfill its vision, UT Dallas' annual research expenditures will increase to at least \$100 million.**

The University will increase external research funding by:

- **Hiring new faculty with a strong emphasis on research**

- **Replacing departing faculty with research-active scholars**
- **Hiring professional research scientists and engineers**
- **Aggressively recruiting post-doctoral fellows**
- **Building the requisite infrastructure and administrative support structure to support a top-tier research university**

Imperative Four

Tell Our Story Better

The University will tell its story better. The University will communicate its unique strengths and accomplishments with all major stakeholders, which include prospective students and their parents, current students, faculty and staff, alumni, research sponsors, donors and prospective donors, elected officials, and thought leaders in our region, state, and nation. Additionally, UT Dallas will promote its focused areas of excellence and its unique heritage.

A top-quality marketing and communications effort led by a Vice President for Communications, with a substantial increase

in staffing and funding, will be empowered and charged with telling our story better.

High priority will be placed on spreading the word throughout the Metroplex and beyond about student and faculty accomplishments and on continuing to improve UT Dallas' Website. Newsletters and other forms of publications (paper and electronic) will be developed and used in an integrated communications program. The University will likely invest heavily in communication, building understanding and recognition with important groups such as prospective students.

Tuition and state support provide the bare essentials of operating revenue, but **private funding creates true excellence.**

The University will prioritize private fund raising. Emphasis will be placed on major gifts, corporate support, and annual giving by alumni and friends. The critical investments needed are:

- **Investments in people** – endowed professorships and chairs, graduate student fellowships, and scholarships
- **Program support** – programs, both existing and future

- **Campus enhancement** – campus appearance consistent with institutional excellence
- **Research** – private and corporate support of research, and faculty start-up costs
- **Buildings** – private support that motivates as well as leverages the support that makes new facilities a reality

The University endowment is \$250 million as of FY 2007. **The UT Dallas endowment must increase by \$300 million to more than \$550 million.**

Table 3. Raising the Bar for Philanthropy

Program Funded by Gift	Amount for Endowment (\$ million)	Amount for Current Use (\$ million)
Faculty Professorships and Chairs	90	
Graduate Student Fellowships	50	
Expand Eugene McDermott Scholar Program	10	
Scholarships for Undergraduates	30	
School and Program Endowments	90	
Signature Programs and Laboratories	30	30
Buildings		65
Faculty Start-Up		5
Research		30
Campus Enhancement		20
SUBTOTAL	\$300 Million	\$150 Million
GRAND TOTAL	\$450 Million	

Each category in Table 3 is supported by a detailed rationale and plan. For example, top-tier universities typically award endowed professorships and chairs to at least 20% of their

faculty members, and the \$90 million endowment for this category is based on meeting that benchmark.

Graduate student research and education is the cornerstone of true distinction among the nation's premier research universities and was the prime motivator for the founding of UT Dallas.

The University will increase the number of Ph.D. graduates to 300 per year (200



within five years) while maintaining high admission standards. This increase will require additional resources, including graduate student fellowships and enhanced research infrastructure.

Additionally, graduate student recruitment and the acceptance process will be streamlined, and more professors will become actively involved in the recruitment process. High priority will be placed on recruiting highly able students, and recruitment of underrepresented populations (for example, women in engineering and Hispanics in the hard sciences) will be vigorously pursued. Mentoring programs will be established to facilitate a smooth transition into graduate training and to stimulate additional research.

Successful recruiting will require new resources such as graduate student fellowships and expanded research funding.

Graduation rates are calculated based on the graduation of first-time, full-time freshmen at the institution in which the freshman first enrolled. Although graduation rates for UT Dallas are above the national average for public universities, they are below our expectations,

given the high quality of our entering freshmen. An important initiative for all UT System institutions is to improve the 4-, 5-, and 6-year graduation rates for undergraduate students.

The University's goals are summarized in Table 4.

Table 4. Graduation Rate Goals for UT Dallas

Graduation Rate	National Average	UT Dallas Current	UT Dallas 2010 Goal	UT Dallas 2015 Goal
4 Year	26%	32%	38%	47%
5 Year	47%	52%	57%	62%
6 Year	53%	57%	65%	72%

To enhance graduation rates, UT Dallas will place priority on improving student success in critical freshmen gateway courses (especially calculus), better counseling, earlier

identification of academic problems, better tutoring and improved student engagement in the University's activities that lead to retention of those who begin here.

The University will carefully assess all its major business costs. **UT Dallas must strive to be both efficient and cost effective.**

Particular attention will be focused on optimizing instructional costs through careful allocation of resources and use of technology. The University will also explore ways to collaborate with the UT System and other UT System universities to reduce additional costs and attain administrative efficiencies. An

example is a current pilot project of shared services with the UT System, UT Arlington, and UT Tyler for the student information system, human resources enterprise system, and business enterprise computer system.

A detailed assessment of business and administrative costs will become part of UT Dallas' culture as the University maximizes its overall efficiency.



Meeting the Imperatives

Space Requirements – The Need

The University currently occupies 2.8 million gross square feet of building space but is 400,000 square feet short of its space need, as defined by the Texas Higher Education Coordinating Board. The addition of new faculty, staff, and students will require construction of 1.6 million square feet of building space, as well as supporting infrastructure and renovation of existing space.

The total cost for the new buildings and renovations is \$800 million in today's dollars. The breakdown is as follows:

- ▶ \$469 million for 855,000 square feet of new academic and research support space, including a new Art and Technology Building, Engineering Building, Science Building, School of Management Expansion, and two new Science and Engineering Buildings.
- ▶ \$51 million for infrastructure improvements, including vehicular and pedestrian safety improvements, a new energy plant, and a parking garage.
- ▶ \$209 million for other buildings, including a new student services building, three new student residential housing complexes, a new recreation facility, expanded student union, and a new events and conference facility.
- ▶ \$71 million for needed renovations.

Space Requirements – The Cost

Table 5. Summary of 10-Year Space Requirements

Preferred Source	Building or Project	Cost (\$ M)	When Needed	When Authorized
State or UT System PUF or Private	Vehicular & Ped. Safety Improvements	10	2007	2007
	Arts and Technology	63	2010	2007
	Infrastructure (Electrical Upgrade)	3	2008	2007
	Renovation (Vacated Space)	20	2009	2008
	Engineering Building	130	2011	2008
	Infrastructure (Energy Plant)	25	2010	2008
	Science Building	90	2012	2009
	Management Expansion	26	2013	2010
	Renovation (Library)	9	2012	2010
	Science & Engineering Building # 1	80	2014	2011
	Science & Engineering Building # 2	80	2015	2011
	Renovation (Green Hall)	18	2013	2011
		TOTAL: State, UT System, & Private	\$554	
UT Dallas	Housing # 1 (Rent Income)	25	2009	Authorized
	Food Service (Service Income)	13	2009	Authorized
	Parking Lots (Parking Fee Income)	3	2008	2007
	Student Services Building (New Fee)	28	2009	2007
	Parking Garage (Parking Fee)	10	2012	2009
	Housing # 2 (Rent Income)	30	2011	2009
	Bookstore (Rent Income)	3	2011	2009
	Recreation Facility (Fee)	16	2012	2009
	Student Union Expansion (Fee)	15	2012	2009
	Renovation (Callier)	12	2011	2009
	Events and Conf. Center (UTD + Income)	49	2014	2011
	Housing # 3 (Rent Income)	30	2014	2012
Renovation (Conf. Center conversion)	7	2015	2013	
	TOTAL: UT Dallas	\$241		
Private	Goad Building 2 nd Floor Finish	5	2009	
	TOTAL: Private	\$5		
	GRAND TOTAL	\$800		

The Financial Plan – Buildings

The building plan requires a capital investment of \$800 million in today's dollars to accommodate planned growth. The planned sources of funds for the building program are:

1. \$554 million from three sources: State of Texas (\$156 million), the UT System Permanent University Fund (\$338 million), and private sources (\$60 million).
2. \$173 million from UT Dallas income streams related to student housing, student fees, parking fees, food service income, or other service income. Fees are set to enable repayment of loans obtained to fund buildings.
3. \$68 million from the UT Dallas operating budget (annual debt repayment for this \$68 million of borrowed money would peak at about \$5 million per year).
4. \$5 million from private gifts for renovation.

The Financial Plan – Annual Operating Cost

Projected increases in operating costs from the UT Dallas budget in Year 2016, expressed in today's dollars, are:

1. Debt service: **\$5 million** (previous page)
2. Six Strategic Initiatives: **\$6 million**
3. Eight Strategic Imperatives: **\$111 million**
4. Information Technology Costs: **\$4 million**

TOTAL COST: \$126 million per year

This does not include optional student activities such as athletics, student residential housing, food services, or parking, all of which are paid from fee income. Expenses are proportional to income.

The Financial Plan – Sources of Increased Income

Projected increases in operating income available to support the UT Dallas budget in Year 2016 expressed in 2007 dollars are:

1. Expanded research overhead income: **\$18 million**
2. Recovery of graduate student tuition from sponsored research contracts: **\$3 million**
3. Expanded executive education programs: **\$2 million**
4. Land lease and other income: **\$2 million**
5. State support of research: **\$10 million**
6. Special state appropriations to support critical initiatives: **\$5 million**
7. UT System support of faculty start-up costs: **\$3 million**
8. Intellectual property income: **\$2 million**
9. UT System support for library and equipment: **\$2 million**
10. State appropriations, tuition, and fees for 5,000 new students: **\$82 million**

TOTAL INCOME: \$129 million per year

The Financial Plan – Summary

Meeting the
Imperatives

The projected total cost for implementing this strategic plan is \$1.9 billion over the next 10 years, as summarized below.

Table 6. Total Cost for Strategic Plan Implementation of the Next 10 Years

Cost Item	Total Cost over 10 Years
Annual Operations: Implement 6 Strategic Initiatives	\$30 million
Annual Operations: Implement 8 Strategic Imperatives, Including Increasing Faculty Size and Number of Students	\$555 million
Annual Operations: Information Technology	\$20 million
New Buildings and Infrastructure	\$800 million*
Private Fund Raising: Used Immediately	\$150 million
Private Fund Raising: Endowment	\$300 million
TOTAL	\$1.9 billion

* Full cost (rather than 10 years of debt service) shown for new buildings.

Measures of Progress

Metrics critical to the success of our plan are growth in faculty, students, research and endowment. Others included here, such as the number of faculty elected to the National Academies, the SAT score of incoming freshmen, and alumni participation in giving are commonly used in national rankings of universities.

These are useful on a limited basis, and must be considered alongside qualitative evidence to yield a full understanding.

Table 7. Measures of Progress

Parameter	Current	Goal (3 Yrs)	Goal (6 Yrs)	Goal (10 Yrs)
Tenure/Tenure Track Faculty	382	456	525	610
Research Staff	5	11	21	30
Total Students	14,553	15,828	18,011	21,129
FTE Students	10,778	12,029	13,868	16,226
Research Expenditures	\$42 M	\$55 M	\$74 M	\$100 M
Ph.D.s Awarded Annually	100	164	224	300
New Space Added (M sq. ft.)	2.8	3.3	3.9	4.4
Endowment	\$250 M	\$310 M	\$410 M	\$550 M
Four-Year Graduation Rate	32%	36%	42%	47%
Freshman Retention Rate	80%	83%	85%	88%
Faculty in National Academies	2	4	6	10
SAT of Entering Freshmen	1250	1250	1250	1250
Percentage of Entering Freshmen from Top 10% of High School Class	42%	44%	46%	50%
Alumni Participation in Giving	2%	4%	7%	11%



We Can Do It

The University's ability to succeed in all the critical elements of this plan is proven.

The University has increased its student enrollment by 65% in the past 10 years. In the past 12 months alone, the State and UT System have committed \$130 million toward new building projects at UT Dallas.

UT Dallas has proven its ability to attract support from the private

UT Dallas can and will become one of the nation's best public research universities and one of the great universities of the world—an engine of discovery, invention, creativity, and entrepreneurship for the Dallas-Fort Worth region.

sector as evidenced by the \$30 million gift that created the Eugene McDermott Scholars Program and its already substantial \$250 million endowment. Finally, the University has demonstrated an ability to recruit top-quality people at all levels in the past several years.

UT Dallas can and will become one of the nation's best public research universities and one of the great universities of the world—an engine of discovery, invention, creativity,

and entrepreneurship for the Dallas-Fort Worth region. We have no other choice if we are to fulfill the legacy of our founders and meet the promise of our potential.





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