INTRODUCTION

The University of Texas at Dallas is distinctively different. We are defined by our beginnings as the Graduate Research Center of the Southwest, established by the founders of Texas Instruments as a source of advanced research and trained scientists to benefit the state and the nation. We have grown from a privately funded graduate research institute into a public university that has recently been designated as a Carnegie R1 Highest Research Activity institution.

Since joining The University of Texas System in 1969, UT Dallas has capitalized on its unique origin and location advantages, transforming into an impactful university with a modern and beautiful campus. We continue to strive for excellence in all academic arenas. The recent ranking of the University as the top American university established less than 50 years ago validates our efforts over the last five decades.

These efforts represent our ongoing work to build on the vision of our founders by achieving national and international prominence. We will continue to refine the distinct identity of UT Dallas by focusing on the following principles:

- First-rate education in a wide range of disciplines
- Classes filled with bright, hardworking students
- Teachers as bright and hardworking as our students
- Staff dedicated to making our vision a reality
- Lifelong connections with alumni
- Culture of richly diverse backgrounds and viewpoints
- Collaborations that benefit our region, our nation and our world

OUR ENDURING VISION

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

Our commitment to excellence remains as strong today as it was in 1969. Our aspirations for The University of Texas at Dallas are based on a culture of excellence, innovation and improvement:

- A first-rank public research university with multiple centers of excellence, prepared to meet the challenges of a rapidly changing, technology-driven global society
A global force in innovative, transdisciplinary research and education in emerging areas of technology, science and learning
• A groundbreaking leader in both framing and answering the questions faced by business, policymakers, health care and the public
• A synergistic partner with local industry, government and cultural organizations as well as local K-12 schools, community colleges and universities
• One of the most creative, innovative universities in the nation and world

MISSION

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

Attracting Talent: Developing UT Dallas’ People in a Diverse and Networked World

We will continue to attract exceptional students to our campus from within our nation and around the world. We will attract student talent via the maintenance and expansion of an environment in which faculty and students are collaborators in the development of a warm and inclusive atmosphere, that is physically safe, in which personal attention is expected, and that develops engaged and competent citizens. We will support the success of our students in ways that are responsive to and appreciative of their own unique qualities and diversity.

Because a diversity of people, ideas and perspectives is critical to good scholarship and teaching, we aspire for UT Dallas to be a place where students, faculty, staff and administrators of all races/ethnicities, genders, sexual orientations/identities, religions, national and cultural origins, and disability statuses feel welcomed and encouraged in their pursuit of excellence. We aspire to create a UT Dallas community that reflects the diversity of the communities it serves. Our goal is that UT Dallas’ reputation as a leader in diversity and inclusion will make it a magnet for the best faculty and students from across the country, enabling us to increase research partnerships and funding, especially in STEM fields.

Supportive Initiatives

A. UT Dallas Will Maintain Its Commitment to Academic Excellence

1. Maintain UT Dallas’ High Standards for Student Admissions

2. Continue to Hire Excellent Faculty Across the Disciplines Represented at the University

B. We Will Enhance Our Commitment to a Diverse Student Body, Faculty and Staff

1. Expand Recruitment and Retention of Underrepresented Students (African-Americans, Latino/as, and Native Americans)

2. Expand the Recruitment of Women and Underrepresented Groups for Faculty and Administrative Positions
3. Create a Consistent, Well-Publicized Parental Leave Policy and Create an On-Site Child Care Center in Partnership with Early Childhood Education Programs on Campus

4. Intensify Recruitment of Students in the Local Area with a Focus on Diversity

5. Expand Student Recruitment Efforts Across the Americas

Performance Measures
1. Maintenance of the current SAT average score of 1323
2. Increase enrollment of top students in the local area
3. Increase student enrollment from across the Americas
4. Increase enrollments of underrepresented groups
5. Increase and expand outreach to public schools such as those in Dallas ISD and Collin County
6. Increase the number of housing scholarships for students in underrepresented groups
7. Increase the employment of women and underrepresented groups in faculty and administrative positions
Enriching the Student Experience:
A Comprehensive Approach to Student Success

UT Dallas will continue to inspire a culture of academic excellence through pedagogy that develops the whole student, is responsive to the needs of a diverse population and uses the most advanced technologies to ensure student learning.

We will develop and enhance our current systems to support student success. The objective of the student success initiative is to develop extraordinary student opportunities and services for students in all years of study – from matriculation to graduation. UT Dallas will engage students in robust, high-impact engagement opportunities both in and out of the classroom that will cultivate leadership, service to the community, and attainment of marketable skills that will lead to meaningful and gainful employment.

UT Dallas will be a vibrant residential campus with quality classrooms where we minimize the use of temporary buildings. Common spaces will promote students’ well-being and quality of life, including collaboration, recreation and dining. Students, faculty and staff will safely and effectively move in and around the campus.

Supportive Initiatives

A. Instruction

1. Increase the Use of New Technologies to Support Teaching and Learning

2. Increase the Number of Full-Time Instructors

3. Develop New Majors Across the University in Response to Market Demands

4. Develop New Tailored-Target Degree Packages for Corporate and Government Entities

5. Build and Develop an Interdisciplinary Makerspace Supporting the School of Arts Technology, and Emerging Communication, the School of Arts and Humanities, and the Erik Jonsson School of Engineering and Computer Science

6. Develop Improved Means to Maximize the Use of Available Classroom Space
B. Reinforce Student Success

1. Prepare Our Students with the Necessary Skills for 21st Century Work

2. Improve our 4-, 5- and 6-Year Graduation Rates for Undergraduates

3. Develop a Comprehensive and Coordinated Student Advising System That Will Produce a Clear and Linear Path from Student Entry to Degree Completion

4. Fortify Our Students’ Sense of Belonging to the University Through a Dynamic Student Experience with Vibrant Partnerships Between Academic and Student Affairs

5. Maintain Our Excellent Rankings as a University Whose Students Graduate with Minimal Debt

C. Create a Welcoming, Safe and Walkable Campus Environment

1. Expand the Student Union to Accommodate Growth in Student Population

2. Increase Space for Students to Study and Engage in Group Study Across the Campus

3. Safely Expedite Pedestrian Traffic Across Major Roads and in High-Traffic Areas

Performance Measures
1. Increase the offerings of blended courses
2. Increase the number of student credit hours (SCH) in blended classes
3. Increase the use of full-time lecturers
4. Increase types and scope of classes in emerging fields such as health care, fine arts and data analytics
5. Improve undergraduate graduation rates at the 4-, 5- and 6-year periods
6. Continue to improve the ranking of UT Dallas as a university from which students graduate with minimal debt
Global Engagement and Cultural Enrichment

As an internationally recognized research institution, UT Dallas will be at the forefront of global education, conversation, infrastructure and engagement. The University will encourage greater intercultural understanding, collaboration within the campus community and with international partners. We seek to help our students become well-rounded, globally competent graduates prepared for a globally competitive workplace.

The arts are an expression of human intellect and creativity. A well-rounded individual appreciates the arts as a means of expression and human ingenuity. We must ensure that our students have marketable skills, as well as an appreciation for the elements of the human experience that deepen and enrich lives. UT Dallas will fully integrate the arts into its educational vision and experience of its students. We seek to create a vibrant, artistic environment at UT Dallas commensurate with the aspirations of a major research university.

Supportive Initiatives

A. Increase Student Opportunities for a Globally Engaged Life and Career

1. Increase the Number of Students Engaged in Study Abroad Programs

2. Expand Course Offerings in the Topics of Globalization, Intercultural Competence, and Inclusion and Diversity

3. Grow the Geographic Diversity and Scope of International Partnerships with Other Universities for Additional Study Abroad and Exchange Opportunities

4. Grow and Maintain Partnerships with Global Companies in North Texas and Abroad for Additional Internship and Job Opportunities

5. Enhance Intercultural Competence Development Programs for Domestic and International Students, Faculty and Staff

6. Strengthen the Risk and Safety Infrastructure for International Travel

B. Enrich the Campus Experience by Advancing the Arts

1. Develop an Arts “District” That Includes the Proposed Atheneum, Galleries and a Performing Arts Center
2. Establish and Staff an Office of Cultural Outreach to Advance the Arts

3. Develop a Master of Fine Arts Degree

Performance Measures
1. Increase year over year the number of students engaging in international study travel
2. Increase the number of students taking elective classes in topics such as globalization and diversity
3. Increase the offerings in formal and informal educational training for enhancing intercultural understanding and competence
4. Build an arts district that includes a performing arts center to attract students, performers and audiences from across the region and the world
5. Create an Office for Cultural Outreach
Research Innovation: 
Creating New Knowledge to Enhance the Human Experience

We aim for UT Dallas to be a leading internationally prominent research university, known for invention, creativity and discovery. Raising the research profile of UT Dallas requires strategic efforts to attract and retain outstanding faculty members, and to create a culture where regularly writing applications for federal funding is expected and rewarded. Enhancing our research portfolio also depends on raising the number and quality of our doctoral students.

We will continue to reinforce our status as a research-intensive university. We will continue to strive toward the University’s founders’ original vision to create the MIT of the Southwest. As a research university, we will continue to contribute to the world’s body of both basic and applied knowledge.

Supportive Initiatives

1. Increase the Number of Faculty Receiving External Funding Through Strategic Hiring and by Encouraging More Grant Activity by Current Faculty

2. Attract the Highest Quality Doctoral Students by Recruiting Energetically to Increase Domestic and Global Diversity and by Increasing Stipends and Providing Health Insurance Benefits

3. Increase Completion Rates Among Doctoral Students and Strive to Graduate 300 Doctoral Students Per Year

4. Invest in Enhancing Research Facilities to a Level Commensurate with Our Ambitions to Be a Great Research University

5. Expand and Update Core Research Facilities
   - A. Upgrade the ECS Clean Room
   - B. Upgrade the NSM Mass Spectroscopy Core Facility
   - C. Upgrade the NSM Genome Sequencing Center
   - D. Upgrade Computational Resources

Performance Measures
1. Increase the number of proposals submitted for external funding
2. Increase federal expenditures for tenured/tenure track full-time employees
3. Increase the rate and dollar value of the commercialization of UT Dallas inventions
4. Increase the 10-year completion rate average for doctoral students
5. Increase the number of funded teaching assistant positions
6. Increase the stipends for doctoral students to nationally competitive levels for all PhD-granting disciplines
7. Enhance the scientific/technical infrastructure to support top research status
An Economic Engine of the Region: 
Collaboration in Service to the Community and Our World

We live in an increasingly interconnected and networked world. At UT Dallas, we will expand and deepen our networks into the world outside the confines of our campus. We will continue to work with businesses to help them develop the knowledge and the human capital to expand economic development in the Metroplex, our nation and the world. We will expand our ability to commercialize UT Dallas inventions. We will work with our alumni to develop lifelong relationships in which the University is seen as a hub of learning throughout a graduate’s professional career and life. We will collaborate with governmental and nonprofit organizations in efforts to improve civil society and our systems of governance. We will continue to see The University of Texas at Dallas as one element of a larger system of education that requires that we collaborate with K-12 schools, community colleges and other universities within the UT System to enhance national and global development.

Supportive Initiatives

1. Expand the Scope of UT Dallas’ Collaborations with the University of Texas Southwestern Medical Center

2. Expand Entrepreneurship and Commercialization Programs to Promote the Translation of the Work of Our Faculty, Postdoctoral Scholars and Students into Business Opportunities

3. Expand Strategic Collaborations Including Public-Private Partnerships with Area Firms for R&D and Training

4. Extend the Reach of the University’s Training Programs to New Business, Government and Nonprofit Markets

5. Expand the Scope of Collaborative Research with UT Arlington

6. Investigate the Opportunity to Build Design/Innovation Center, and/or a Hotel/Conference Center to Generate Increased Visitation of Our Campus by Student and Professional Groups

Performance Measures
1. Increase number of UT Dallas products/services made commercially available per year
2. Increase number and scope of formal public-private partnerships with area firms
3. Increase dollar value of grants and external funding resulting from collaborations with scientists at UT Southwestern
4. Increase number and scope of collaborative research efforts with UT Arlington
Administrative Imperatives

The administrative imperatives detailed below represent actions that are required to support the Strategic Themes of this plan. Intensive thought and decisive action in these areas are necessary to achieve our goals.

Create a Sustainable Financial Future

UT Dallas’ FY2016 revenue totaled $575,479,432, an increase of 46.5 percent from FY2012. Approximately 44 percent of this revenue came from student tuition and fees, 18 percent from state allocations, and 11 percent from grants and contracts, with the remainder coming from auxiliary enterprise income, gifts, investment income and other sources. For a number of years, while allocations from state funds have increased due to growing enrollments, state appropriations have been a decreasing proportion of University revenue, and this trend is likely to continue, even though there may be greater demands for accountability from state authorities.

Student enrollments are a critical element of the revenue structure of the University. We expect a sustainable total enrollment of between 32,000 and 35,000 students. This will allow the University to maintain a carrying capacity for a student population of this size without excessive reliance on additional infrastructure. This growth from the current total student population of approximately 28,000 reflects incremental growth in student numbers that will be manageable. The additional revenues generated by this growth, however, are inadequate to maintain the quality education we expect of The University of Texas at Dallas.

UT Dallas has an institutional culture that is innovative and entrepreneurial that can, and will, respond to these challenges.

Supportive Initiatives

1. Expand and Leverage Strategic Collaborations, Including Enhanced Joint Activities with UT Southwestern and Public-Private Partnerships with Area Firms, Exploring Activities That Might Include New Professional Degree/Certificate Programs (Some Off-Site), a Design/Innovation Center, and/or a Hotel/Conference Center
2. Build a Sustainable Culture of Philanthropy by Undertaking a Comprehensive Development Campaign, Engaging Alumni and a New Cohort of Major Donors to Support Operations and Strategic Initiatives

3. Expand the Strategic Development of University Assets and Improve the Efficiency of Service Delivery by Adopting Best Practices from Peer Institutions

4. Expand Incentives and Infrastructure to Promote More Faculty Grants and Contracts Consistent with this Plan’s Vision for Research Innovation

5. Create a Stable, Sustainable and Transparent Financial Structure Through an Improved Resource Allocation Model That Will Function Irrespective of the Rate of Enrollment Growth or Governmental Funding Trends

Performance Measures
1. Increase revenue, research dollars, and/or targeted student enrollment attributable to new/enhanced collaborations
2. Increase the rate and proportion of alumni giving
3. Progress toward revenue goals and stretch goals for campaign
4. Complete a report on best practices for enhanced efficiency from peer institutions
5. Institute cost reductions or performance improvements by implementing changes
6. Track the impact of incentives on grant and contract applications and awards
7. Develop a menu of potential finance models based on practices at peer institutions
8. Analyze potential resource allocation models and adopt the most appropriate one
Expand the Size of the Faculty

More than a decade ago, the University contracted with the Washington Group consulting firm to identify major prospects and challenges for the University as it pursues its continuous path toward excellence. One of the major challenges identified by the Washington Group was the relatively small size of the tenure-track faculty. Compared to benchmark universities such as Georgia Tech or the University of North Carolina at Chapel Hill, the UT Dallas tenure-track faculty is approximately 50 percent smaller. The University took the Washington Group’s advice seriously and over the last several years has grown the tenure-track faculty numbers to approximately 600. However, this number remains low, especially given the rapid growth in the student population over the last decade.

Supportive Initiative

1. Make Concerted and Direct Efforts to Grow the Number of Tenure-Track Faculty in the Next Five Years

Performance Measure

1. Immediately begin work to increase the total size of the tenure-track faculty
Rethinking Organizational Structure and Process

UT Dallas is part of the University of Texas System, which is governed by a chancellor and Board of Regents. At the campus level, a president and nine vice presidents comprise the executive team. Of that team, an executive vice president and eight others oversee predominantly non-academic units (e.g., Development and Alumni Relations), with the exception of the vice president for research. A provost oversees academic units, which are organized into eight schools. Each of the schools is led by a dean, and generally there are associate deans for graduate programs and undergraduate programs.

The Office of Graduate Studies and the Office of Undergraduate Education are campus-level units led by deans. Campus units led by deans also include the Honors College, library, and student affairs. A variety of associate provosts, associate deans and directors manage specific programs at the campus or unit level. Reporting lines are presently channeled according to a division of labor through the provost or executive vice president.

Schools are most commonly organized by programs, which are sometimes interdisciplinary, rather than traditional disciplinary departments. Decision-making for many functions, particularly with respect to budgeting and faculty hiring, is highly centralized at the campus level.

Supportive Initiatives

1. Shift to a Departmental Model from Program Structures

2. Investigate School Restructuring to Meet the Primary Missions

3. Provide Deans and Unit Heads with Greater Operational Authority

4. Revise Administrative Divisions to Clarify Roles and Responsibilities and Better Align with and Support UT Dallas’ Primary Missions

5. Revisit Research Centers with Respect to Reporting Lines, Faculty Affiliation, Evaluation and Review Procedures, Structures, Collaboration and Financing

Performance Measure
1. Identify efficiencies produced by reorganization efforts.
Development and Alumni Relations:
Creating Lifelong Relationships of Mutual Benefit

Over the past decade, the Office of Development and Alumni Relations has grown from less than 20 staff members to more than 60 full-time employees, keeping pace with an alumni body and donor base that has doubled in size during the same time period.

Realize the Vision: The Campaign for Tier One & Beyond was the first comprehensive campaign in UT Dallas’ history. Launched in 2009, the campaign made its highest priority raising funds to assist in the University’s goal of achieving Tier One status. The campaign goal was set at $200 million to be achieved by Dec. 31, 2014. The goal was surpassed nine months ahead of schedule, and the campaign ultimately raised more than $263 million. Significant factors in the campaign’s success came from a select few noteworthy major donors and matching leverage from Texas state government within these five years.

Supportive Initiatives

1. Increase Fundraising Activities and Overall Giving to Align with the Greatest Needs in the Schools, Centers and Departments

2. Grow and Diversify Our Endowment by Annually Increasing the Number of New Endowed Funds Along with Significantly Increasing the Average Size of Endowment Gifts

3. Increase Alumni Giving Participation Through Multi-Channeled, Targeted Communication and Meaningful, High-Value Programming for Current Students and Alumni

4. Conduct a Campaign Feasibility and Readiness Assessment to Prepare for the Launch of Our Next Comprehensive Campaign in Support of the University’s New Strategic Plan

5. Use the Development Board and Other Such Advisory Units More Effectively, with the Expectation of Greater Time and Financial Commitments from Members

Performance Measures
1. Grow the University’s endowment
2. Achieve a sustained level of total voluntary support (philanthropic gifts plus nongovernmental research grants)
3. Increase alumni giving participation
Telling the UT Dallas Story

Telling the story of the impressive accomplishments of The University of Texas at Dallas in the last 48 years is not a difficult task. The simple fact that *Times Higher Education* recently ranked UT Dallas as the No. 1 university in the United States less than 50 years old might be adequate to satisfy the curiosities of some. But our story extends beyond this one measure. Consider the roster of the University’s accomplishments:

**ACADEMIC EXCELLENCE**

- UT Dallas ranks No. 1 in the United States and 21\textsuperscript{st} in the World in the 2017 *Times Higher Education* Young University Rankings of the world’s most outstanding universities less than 50 years old.
- In 2016, UT Dallas was designated by the Carnegie Commission on Higher Education as an R1 University, which acknowledges UT Dallas as a doctoral-granting university with the highest research activity.
- From 2000 to 2016, the University increased its enrollment from 11,000 to 27,000 students while increasing the average SAT score of our undergraduates by 77 points, from 1184 to 1261.
- In 2015, Dr. Aziz Sancar PhD’77 became our first alumnus to win a Nobel Prize.

**VALUE TO OUR STUDENTS**

- *Kiplinger’s Personal Finance* ranked UT Dallas 32nd in its list of “Best College Values.”
- In 2016, UT Dallas was listed No. 37 among public universities for best value by *Money Magazine*.
- *U.S. News & World Report* named UT Dallas one of the top 30 universities in the country for student ethnic diversity and low student debt.
- In 2016, *Bloomberg Businessweek* ranked the Jindal School of Management as 29\textsuperscript{th} in the nation.
- In 2017, *U.S. News & World Report* ranked the Jindal School’s online graduate business program 2\textsuperscript{nd} in the nation and its online MBA program 7\textsuperscript{th} in the nation.

**Supportive Initiative**

1. Undertake a Comprehensive Marketing Campaign

**Performance Measures**
1. Total dollars devoted to marketing the University
2. Conduct longitudinal polling to examine name recognition and other details about the University from sample populations in the North Texas region, the state, the nation and the Americas