



The University of Texas at Tyler

**Compact with The University of Texas System
FY 2007 through FY 2008**

I. Introduction: Institution Mission and Goals

- A. Mission and Scope:** The University of Texas at Tyler is a comprehensive, quality university with a selective admissions policy that serves high-ability undergraduate and graduate students in 70 (38 undergraduate and 32 graduate) academic programs. Programs are offered through five academic colleges: arts and sciences, business and technology, education and psychology, engineering and computer science, and nursing and health sciences. The University has strong regional coverage by also operating two satellite campuses in Longview and Palestine. UT Tyler has a reputation for being the best academic institution in East Texas and an emerging reputation as one of the best institutions in the state and the West. The UT System's *Accountability and Performance Report* notes, for example, that UT Tyler led all System universities in nursing exam pass rate (93%) and all UT Tyler engineering seniors are required to pass the National Council of Examiners for Engineering and Surveying (NCEES) and Fundamentals of Engineering (FE) exam prior to graduation. *U.S. News and World Report* ranked UT Tyler in a tie for the best masters-level, public university in Texas and among the top 22 in the western United States.
- B. Students and Faculty:** UT Tyler's students are among the best in the state. Our average ACT and SAT target scores for incoming freshmen are 23 and 1078, respectively.
- C. Rate of Growth:** Even with these high standards, UT Tyler led all Texas universities in student FTE growth, increasing 85.4% from fall 2000 to fall 2005. Fall 2005 enrollment stood at almost 5,800 students from 130 Texas counties, 35 states, and 45 foreign nations. Importantly, more than 14% of our students are graduate students (accepted into master's programs). We have 338 faculty members from the best private and public graduate institutions in America and 339 dedicated and well-trained administrative and classified staff to support our educators.
- D. Goals:** UT Tyler seeks to complete its legislatively-mandated transformation from an upper-division university to a comprehensive four-year university with a substantial number of graduate programs. The University will maintain and enhance its already superb academic reputation and work to become larger, stronger, and more research-oriented, with the goal of becoming the premier university in the region. UT Tyler's specific goals are to:
- 1. Increase enrollment to 7,300 high-ability students by 2010**, while maintaining high admission standards. This growth will enable the University to help meet the state's *Closing the Gaps* objectives, raise university participation rates and standards of living in East Texas, and increase educational efficiency and cost effectiveness of the University.
 - 2. Increase faculty research and creative productivity**, with special emphasis on externally funded research. This increase in research will add value to society and the Texas economy, provide another revenue stream for the University, and add to the reputation of UT Tyler.
 - 3. Play a significantly larger role in the economic development of East Texas.** Tyler is often referred to as the "capital of East Texas." Our university will help develop this region of over 1.3 million people and thereby boost the health and future of the entire state of Texas.

II. Major Ongoing Priorities and Initiatives

A. Enrollment Growth: Recruiting and Retention: Enrollment growth at UT Tyler is critical if we are to: meet the state's need to increase access, enrollment, and success in *Closing the Gaps*; meet the region's need for increased participation by East Texans in university programs (the university participation rate is the lowest of any region in the state); meet the University's need to lower average unit cost; provide a wider range of student services; reduce the number of faculty course preparations; provide more time for individual faculty research; and create a critical mass of faculty available for research and significant professional service.

- 1. Priority:** Highest priority
- 2. Overall Objective:** Increase enrollment to 7,000 *high-ability* students by 2010.

	Fall 2005 Actual	Fall 2006 Target	Fall 2007 Target	Fall 2008 Target	Fall 2009 Target
Recruiting Objectives					
Number	5,777	6,050	6,325	6,627	7,070
ACT mean	23	23	23	23	23
SAT mean	1078	1100	1100	1100	1100
Retention Objectives					
Freshmen ¹	60%		64%	66%	68%
Transfers ²	70%	75%	76%	77%	78%
Graduation Objectives					
	2005	2006	2007	2008	2009
# of degrees	1,015	1,125	1,225	1,325	1,425
6-Year Freshman Grad Rate ³	55%	41%	42%	44%	46%
4-Year Transfer Grad Rate ⁴	61%	65%	65%	67%	69%

Progress Measures	Report	
Recruiting Objectives	Fall 05 target	Fall 05 actual
Number	5638	5777
Act mean	23	23
SAT mean	1100	1078
Retention Objectives	Fall 05 target	Fall 05 actual
Freshmen	60%	60%
Transfers	74%	70%
Graduation Objectives	Fall 05 target	Fall 05 actual
# degrees	1025	1015
6-yr. Freshman Retention Rate	40%	55%
4-yr. Transfer Retention Rate	65%	61%

3. Strategies for Recruiting:

a. 2006 Complete necessary buildings and conversions, renovations, and additions.

- 1) Ratliff Building for Engineering and Science to create needed space for engineers and science faculty. *PROGRESS: Lack of performance by the construction company has delayed our occupancy until summer 2006.*
- 2) Art studio addition – art program has maximum enrollment for current space and has a waiting list. *PROGRESS: Fund-raising continues for new facility; raised over \$1 million of \$4 million project.*
- 3) Conversion/renovation of science building to house College of Education and Psychology, which must move out of the Student Center. *PROGRESS: Programming under revision because of delays in Ratliff Building construction. Ongoing.*
- 4) Renovation of student center (as education college moves out). *PROGRESS: Contract awarded and construction began in spring 2006: Anticipated occupancy in 2007-08.*

¹ Retention rate for first-time, full-time, degree-seeking freshmen students after one year (students who entered in Fall 2004).

² Retention rate for full-time, degree-seeking transfer students after one academic year (students who transferred in Fall 04).

³ Six-year freshmen graduation rate is the percentage of first-time, full-time, degree-seeking freshmen who earn a bachelor's degree at UT Tyler within six academic years (exclusive of those who transfer elsewhere and receive a degree there).

⁴ Four-year transfer graduation rate is the percentage of full-time undergraduate, degree-seeking transfer students who earn a bachelor's degree within four academic years (exclusive of those who transfer elsewhere and receive a degree there). ABEST definition.

- 5) Addition of larger classrooms to Longview University Center. *PROGRESS: Major addition waiting TRB funding.*
 - 6) Addition of classrooms, or build new facility, or acquire larger facility in Palestine. *PROGRESS: Palestine Advisory Council has acquired adjacent land for new construction; waiting TRB funding.*
 - 7) Addition of classroom/conference annex to new student residence hall to get five classrooms, plus home for new continuing education, and conference capability. *PROGRESS: Temporary student dining facility under construction for occupancy by fall 2006; new dining facility will be part of the University Center addition for 2007-08 occupancy.*
- b. Add new academic programs, including civil engineering (bachelors and master's), construction management, and environmental science. *PROGRESS: Master's and baccalaureate degrees in civil and environmental engineering are pending the hiring of two additional faculty by fall 2006 and searches are concluding prior to the end of spring 2006.*
 - c. Add community service office and boost student engagement off campus, too. *PROGRESS: Ongoing.*
 - d. Add student success institute or camps for raising juniors and for minority groups. *PROGRESS: Ongoing. Patriot Bridge for at-risk students piloted in fall 2005.*
 - e. Add significant student housing, new full residence hall for fall 2006. *PROGRESS: Establish Ornelas residence Hall opens fall 2006.*
 - f. New honors program for fall 2006. *PROGRESS: Ongoing.*
 - g. Add to marketing campaign, both general image and targeted mail. *PROGRESS: Awareness advertising in Dallas and Houston added. UT Tyler magazine publication increased to twice per year.*
 - h. Complete athletic venues. *PROGRESS: UT Tyler Ballpark dedicated and 80% complete in spring 2006. Soccer field is 100% complete.*
- 4. Strategies for Retention:**
- a. Make retention and graduation rates part of performance evaluation goals of deans. *PROGRESS: Completed.*
 - b. Create centralized freshman academic advising office. *PROGRESS: Completed.*
 - c. Add supplemental instruction program for most difficult (gatekeeper) courses. *PROGRESS: Pilot Supplemental Instruction program implemented in 2006-07. Expanded program funded and to be implemented in 2007-08.*
 - d. Begin substantial tutoring program modeled after successful tutoring programs for athletes. *PROGRESS: Ongoing. Tutoring services included with expansion of Supplemental Instruction program for 2007-08.*
 - e. Add new academic programs. *PROGRESS: New programs under development and in the approval process.*
 - f. Add honors program. *PROGRESS: Ongoing.*
 - g. Provide training for faculty teaching freshmen and ask deans to counsel/assist gatekeeper faculty when needed. *PROGRESS: Ongoing.*
 - h. Expand student work-study program. *PROGRESS: Federal, state, and institutional work-study programs have been expanded. Approximately 600 students over the past two years have been employed on campus. In April 2006, 142 of the students employed were a part of the work-study program. This is an increase of 56% over the previous year.*

- i. Complete the needed capital construction listed under recruiting above:
 - 1) Add on-campus health clinic. *PROGRESS: Completed.*
 - 2) Complete buildings and renovations/additions. *PROGRESS: Various stages of success. Ongoing.*
 - 3) Add dining service. *PROGRESS: Temporary Aramark-operated dining hall opens fall 2006. Permanent dining facilities open spring 2008.*
 - 4) Add student housing – apartments, dorm, and honors houses. *PROGRESS: Patriot Village apartments complete; residence hall opens fall 2006.*
 - 5) Add athletic venues– soccer field and baseball/softball park. *PROGRESS: Completion in fall 2007.*
 - 6) Add required new parking lots. *PROGRESS: Apartment parking lots added; others expanded. New parking lots added.*

5. Resources Required:

- a. Operating budget – UT Tyler’s operating budget must increase substantially to handle double-digit annual growth rates. New operating costs that will continue into future years include the following:

Beginning in 2007 Budget

Dining service/food court	\$ 100,000 (operating subsidy)
Civil engineering ramp-up	\$ 350,000
Construction management start-up	\$ 100,000
PhD in Nursing program	\$ 300,000
PhD in HRD program	\$ 680,000

Capital or Other One-Time Expenditures – University Funds

Health clinic space (none)	UTHCT on Campus
Student card swipe system	\$ 200,000
Parking lots (2)	\$ 1,600,000

Capital Projects requiring either TRB or PUF funds

Complete engineering and science bldg	\$38,000,000 (TRB)
Art studio addition/renovation	\$ 3,000,000 (TRB or PUF)
Renovate science bldg for Education	\$ 6,000,000 (TRB or PUF)
Renovate student center [LBB rated “critical need”]	\$11,000,000 (TRB)
Classroom addition Palestine	\$ 7,000,000 (TRB)
Classroom addition Longview	\$ 6,000,000 (TRB)
Cowan Center expansion for music/theatre	\$ 1,040,000 (TRB or PUF)
Physical plant expansion/renovation	\$ 1,800,000 (TRB or PUF)
Changeover current engineer bldg for IT	\$ 1,000,000 (TRB or PUF)
Academic excellence center	\$ 2,200,000 (PUF)

This latter is an unfunded part of our residence hall project that is ready for bid now. This center would add two large and three small classrooms to for use during the mornings and midday time slots weekly. Also, it would serve as home to a new continuing education center for year-round programs on weekends and throughout the week during summers.

State-of-the-art general classroom bldg	\$30,000,000 (TRB)
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- 6. **Progress Measures:** Progress will be assessed by meeting our target recruiting, retention, graduation rates, and total enrollment numbers listed in this section. In addition, we will measure student and faculty satisfaction (NSSE/FSSE) with the University, as well as name recognition and image with the public through marketing surveys to see if both are increasing. *PROGRESS: Data from latest NSSE/FSSE indicate great improvement in satisfaction, and other targets have been met or exceeded.*

NSSE Survey Results for UT Tyler

	UT Tyler 04	UT System 05	UT Tyler's 05	% Incr. UT Tyler 04-05
1. How would you evaluate the quality of academic advising?				
<i>Freshmen</i>	69%	72%	86%	+17%
<i>Seniors</i>	66%	68%	71%	+5%
2. How would you evaluate your entire educational experience at UT Tyler?				
<i>Freshmen</i>	76%	85%	90%	+14%
<i>Seniors</i>	83%	81%	85%	+2%
3. If you could start over, would you attend same institution?				
<i>Freshmen</i>	70%	81%	82%	+12%
<i>Seniors</i>	76%	79%	85%	+9%

**Note: UT Tyler exceeds System average in each measure.*

7. Major Obstacles:

- a. Getting the resources for capital improvements on time. Even after adding a temporary building, art enrollment is at maximum and there is a waiting list. Nursing enrollment in Tyler, Longview, and Palestine is at maximum. Many classes on our main campus could be taught in larger sections, especially in liberal arts and business, but only smaller classrooms are available. *PROGRESS: Opening of Ratliff Building South provides a large classroom; when Ratliff Building North is completed, other classroom needs will be improved.*
- b. Getting capital projects funded in the proper order. We must convert/renovate the current science building to become the home of the College of Education and Psychology immediately after the engineering and science faculties move to their new building in fall 2006 and fall 2008. Education faculty must move out of the student center to allow construction of a dining hall and renovation of the UC to support student needs. All of the above must happen quickly and in order. If funding is unavailable or timing is off, UT Tyler will lose one or two years of increased enrollment. *PROGRESS: Ongoing.*
- c. Find general university funds to handle essential smaller renovations and significant one-time campus/student infrastructure investments in such things as NCAA and intramural athletic fields and venues. We are experiencing explosive growth but we lack a cash flow to support constructing parking lots, building first-time athletic fields, renovating existing buildings to create larger classrooms from smaller ones and/or creating faculty offices from small classrooms in order to meet the needs of our great influx of students, faculty, and staff. We also need to add/replace ITV technology to our existing classrooms. All of these costs associated with rapid growth make it impossible for us to handle capital projects that one might expect a university to pay for from regular cash flow. For example, we will have added expenses for renovating our two lakes that will be "silted in" and ruined as a result of the construction. *PROGRESS: Major obstacles continue.*
- d. Another obstacle to retaining students is changing students' views of the university. Many see us as a transition university rather than a destination university. In fall 2005, UT Tyler participated in the CAP program with UT Austin for the first time with the intent of transferring. *PROGRESS: More students seem to be viewing UT Tyler as a destination school. In fall 2005, 31 students entered the CAP program; however, as of April 2006, 35% plan to remain at UT Tyler despite having met requirements needed to transfer.*

B. Academic Program Excellence and Recognition: UT Tyler's vision statement calls for the University to be recognized nationally for its high quality education in the professions as well as in the humanities, arts, and sciences. For example, the College of Business and Technology is accredited by AACSB (the International Association for Management Education) and NAIT (National Association of Industrial Technology), our Nursing program is nationally accredited by CCNE, and two engineering programs (mechanical and electrical) are accredited by ABET. In addition, we seek external recognition by independent ranking organizations, such as *U.S. News and World Report*, and we seek to be held in high regard by our current students, alumni, and employees.

1. **Priority:** High priority.
2. **Objective:** Assure high-quality undergraduate and graduate programs at UT Tyler, improving those that need improvement and enhancing the visibility of those that are already successful. Seek to be known across Texas and the nation for high quality academic programs. Seek high satisfaction ratings by students, graduates, employers, and other institutions where our graduates enroll for advanced study.
3. **Strategies for Enhancing Excellence in Baccalaureate Programs:**
 - a. College of Education will initiate process for NCATE accreditation. *PROGRESS: Continuing.*
 - b. Design and launch Honors Program. *PROGRESS: Funding unavailable.*
 - c. Provide incentives for and training in the use of Blackboard and other technologies by almost all professors in their courses. *PROGRESS: Workshops for faculty and staff offered at both beginner and more advanced levels.*
 - d. Develop a hiring process and culture to select the best possible faculty from around the nation. *PROGRESS: Ongoing. New hiring during 2005-06 has emphasized bringing in senior faculty to enhance our research capabilities; successful in attracting outstanding faculty.*
 - e. Reduce the average number of annual course preparations per faculty member. *PROGRESS: Departments are streamlining curriculum by reducing the hours to degree completion and combining courses where appropriate to avoid duplication of instruction.*
 - f. Develop a process to help focus and strengthen our tenure and promotion process. *PROGRESS: Ongoing. Departments/colleges are reviewing criteria to strengthen processes approved in 2005-06.*
 - g. Business Plan Competition: The College of Business and Technology sponsors a privately-funded annual competition where entrepreneurial students submit business plans to win a \$25,000 prize. *PROGRESS: First winner announced April 2006.*
4. **Strategies for Enhancing Excellence in Graduate Programs — Master's:**
 - a. Add office of graduate studies and sponsored research with the directive to review and monitor graduate programs and to support and promote research, including funded research. *PROGRESS: Completed.*
 - b. Require a brief and focused peer review of all graduate programs over the next four years. *PROGRESS: Ongoing.*
 - c. Collaborate with UTHCT to obtain approval for a joint MS in Environmental and Occupational Health as part of the joint UT Tyler/UTHCT Institute of Biotechnology and Health Science. *PROGRESS: Proposal completed, but cannot be implemented as a joint degree until UTHCT receives SACS accreditation.*
 - d. Develop and Implement plans for Centers of Excellence:
 - 1) Signal Detection and Identification (College of Engineering and Computer Science). *PROGRESS: Being redirected to a systems and software engineering center.*

- 2) Texas Asthma, Allergy, and Indoor Environmental Research and Education (TxAIRE) Institute is under development and will be established by 2006-2007 involving researchers from UT Tyler, UTHCT, UT Austin, UT Dallas, and several HVAC companies including Trane, Lennox, Carrier, and Rheem, working with the Tyler Economic Development Council and the Tyler Area Chamber of Commerce.
- 3) Hispanic Business Development (College of Business and Technology). *PROGRESS: Management Certification Programs well-subscribed and successful. Federal funding is being sought.*
- 4) Rural Healthcare Outreach (joint project of College of Business and College of Nursing). *PROGRESS: Phase 1 completed successfully. Expansion funds being sought.*
- 5) Math and Science: math education (joint project of the Colleges of Education and Psychology, Arts and Sciences, and Engineering and Computer Sciences). *PROGRESS New Roosth Chair of Math and Science Education will head up this project; hired in spring 2006.*
- 6) Human resource development Ph.D. *PROGRESS: HRD Ph.D. planning approval obtained.*
- 7) Center for Medieval and Renaissance Studies. *PROGRESS: Completed.*
- 8) Research cluster in environmental microbiology. *PROGRESS: Completed.*
- 9) **NEW:** Hire recognized scholars for Hamm Chair in Rhetoric and Classics (2006) and David Braithwaite Chair in Biochemistry (2006). *PROGRESS: Braithwaite Chair search failed to yield acceptable candidates. Hamm Search postponed because of lack of funding. Both searches are planned for 2006-07.*
- 10) Develop a cohesive university strategy for use of UT TeleCampus.

5. Strategies for Enhancing Excellence in Graduate Programs — Doctoral:

- a. Obtain planning authority for Ph.D. in human resource development and begin adding nationally known faculty members for this program, at least one in each of the next two years. *PROGRESS: Ongoing. Preliminary approval from System and THECB attained in fall 2005 for development of the HRD Ph.D. Proposal for implementation of degree to be submitted in 2007 with assistance of newly hired Lindsey Professor, Dr. Richard Swanson.*
- b. Obtain planning authority for Ph.D. in nursing. *PROGRESS: Preliminary planning authority approved by System and THECB; National Advisory Board identified. Proposal for implementation of the Ph.D. in nursing is to be submitted in 2006-07 with desired beginning in fall 2007. Two additional senior faculty with extensive experience in research and teaching in doctoral programs have been hired.*
- c. Initiate "Cooperative Ph.D." arrangements for programs in educational leadership and clinical exercise physiology. *PROGRESS: Ongoing.*
- d. *Initiate "Cooperative Ph.D." arrangements for program in systems and software engineering. PROGRESS: Ongoing.*
- e. For each doctoral program, set up an advisory panel of nationally known leaders in the field to meet with UT Tyler faculty to help focus these programs. *PROGRESS: Partially complete. Advisory panels for Ph.D. in human resource development and Ph.D. in nursing established.*

6. Strategies for Program Development at UT Tyler's Longview University Center:

- a. Publicize and aggressively market undergraduate programs in nursing, business, and education. *PROGRESS: Meetings with leadership of area community colleges; increased*

regional advertising. Expanded and clearly defined service area for LUC to focus aggressive recruitment for that campus.

- b. Initiate new programs: BS in early childhood, human resource development, and BAAS. *PROGRESS: Completed.*
- c. Emphasize MS in human resource development, special education, and educational leadership. *PROGRESS: HRD on-campus and online students being served in Longview area. MS in health professions. PROGRESS: Completed.*
- d. **NEW:** Develop a five to ten year plan for the growth of the LUC, including program offerings, enrollment planning, and campus physical growth.

7. Strategies for Program Development at UT Tyler's Palestine Campus:

- a. Publicize and aggressively market undergraduate programs in nursing, business, and education. *PROGRESS: Ongoing.*
- b. Initiate new programs: BS in early childhood, health professions, human resource development, and BAAS. *PROGRESS: BS degrees in early childhood and health professions have been initiated*
- c. Emphasize MS in human resource development, special education, and educational leadership. *PROGRESS: Largely completed.*

8. Strategies for Library Resource/Support Enhancement:

- a. Fund and staff library to support new and expanded programs, faculty research, accreditation needs, and student population growth. *PROGRESS: Continued hiring of additional personnel and increasing of library hours, especially during final exams.*
- b. Fund library needs for Longview and Palestine Campuses.
- c. Fund Library collections, digital and print, to support resource needs of all UT Tyler campuses. *PROGRESS: Digital licenses negotiated to include all campuses. Ongoing.*

9. Resources Required:

- a. Sources include state appropriations, tuition and fee increases, gifts, and grants.
- b. Particular amounts needed in the next two years that are of note:

Office of graduate studies and sponsored research	\$Funded
Ph.D. in human resource development	\$Funded
Ph.D. in nursing	\$Funded
Accreditation expenses	\$150,000
Library staff additions, other than above	\$206,000
Longview and Palestine enhanced offerings	\$ 50,000

**Facility/building additions were discussed earlier*

PROGRESS: Graduate studies, sponsored research, HRD and nursing are funded. Others remain in need of funding.

- c. **Progress Measures:** We will gauge various successes by determining whether we maintain, or are making progress toward, various accreditations and whether our student, alumni, faculty, and employer satisfaction survey results show continued improvement. In addition, we will evaluate whether program advisory panels and outside peer review teams give our graduate programs good marks. Further, we will evaluate whether new faculty hires help increase overall research productivity. In addition, where appropriate, we will

weigh success by a growing demand for certain programs, particularly at our satellite campuses. We will also look at assessment results and hard data such as pass rates on professional exams and GRE scores of our students. *PROGRESS: UT Tyler continues to require that all engineers pass the nationally-normed (NCEES FE) licensure exam prior to graduation. Nursing graduates had highest pass rate in state on licensure exam. Nursing Club won best student nursing organization in the state for second year in a row. UT Tyler nursing student recognized as most the dedicated nursing student in nation.*

10. Major Obstacles:

- a. Availability of operating funds, especially state appropriations in the case of UT Tyler, relative to our explosive growth in student numbers and our need to expand program offerings. *PROGRESS: There is still a vital need for more fiscal resources to meet the demands outlined in this compact. Growth is now clearly limited by funding.*
- b. Availability of capital funds to add new space and convert and renovate existing space. *PROGRESS: Failure to obtain TRB funds has resulted in the delayed opening of the Ratliff Building North, which severely impedes our ability to make related moves and renovations.*
- c. Ability to add quality new faculty rapidly and take on new programs. *PROGRESS: Outstanding faculty being added. Identifying, equipping, funding, and rewarding program champions. Ongoing.*
- d. Approval of doctoral program “planning” authority at THECB. *PROGRESS: Preliminary approval given in fall 2005 for Ph.D.’s in nursing and HRD. Proposals for implementation will be submitted in 2006-07.*

C. Increased Faculty Research and Creative Productivity: Basic and applied research are of such value that they provide another revenue stream from federal and foundation grants to support a highly competent university faculty available to work with students and to serve as a resource helping to attract businesses that add to the economic development of a region. At UT Tyler, a balance of teaching and scholarly work is essential to achieve our goals of attracting high-ability students and faculty, to provide the very best academic programs, to identify another revenue stream to support faculty and to strengthen the impact of the University on the development of East Texas.

1. Priority: High

2. Research and Creative Contributions Objectives:

	FY04	FY 05	FY 06	FY 07
▪ Percent of faculty with research or creative output	60%	70%	80%	85%
▪ Percent increase in number of refereed journal articles accepted	5%	10%	10%	10%
▪ Numbers of sponsored project proposals submitted	41	50	67	80
▪ Number of sponsored projects funded	24	16	32	40
▪ Sponsored project funding received	\$1,383,264	\$1,060,897	\$3,600,834	\$6,000,000
▪ Percent increase in sponsored project funds	5%	0%	34%	17%

3. Strategies for Supporting an Increase In Research and Creative Output:

- a. Review selection criteria for new faculty. *PROGRESS: Ongoing.*
- b. Re-examine and assure alignment of promotion/tenure/post tenure guidelines with University objectives. *PROGRESS: Ongoing. Being implemented at college level.*

- c. Monitor and adjust faculty teaching loads downward, especially the number of different course preparations per year. *PROGRESS: Ongoing.*
- d. Develop Office of Graduate Studies and Sponsored Research. *PROGRESS: Office of Sponsored Research established; Office of Graduate Studies to be implemented in fall 2006.*
- e. Return the bulk of indirect costs to the researcher. *PROGRESS: Completed.*
- f. Strengthen faculty summer research programs at UT Tyler. *PROGRESS: Competitive faculty grants are being awarded during summers and in the academic year.*
- g. Increasingly implement assigned research time. *PROGRESS: Based upon availability of funds and buy-outs.*
- h. Create and implement a research-related faculty renewal program to redevelop human capital. *PROGRESS: Ongoing.*
- i. Recognize “non-sponsored” research and creative activity. *PROGRESS: Ongoing.*
- j. Encourage collaborations with researchers at UTHCT. *PROGRESS: Joint research projects are occurring in several departments and colleges, including primarily the sciences, health sciences, and psychology. An example of such collaboration is the neuropsychological clinical analysis being performed by an assistant professor from UT Tyler’s Department of Psychology in cooperation with researchers from the Center for Healthy Aging at UTHCT.*
- k. Increase average research output of faculty members – refereed journal articles, professional books, and dollars of external research support. Use research productivity measures in all colleges. *PROGRESS: All colleges increased research in 2005-06, with research expenditures increasing some 75% in one year.*

4. Resources Required:

	FY 04-05	FY 04-05 Actual	FY 05-06	FY 05-06 Actual	FY 06-07	FY 07-08
▪ University research grants	50,000	125,000	75,000	43,600	40,000	150,000
▪ Summer research grants	25,000	124,496	40,000	61,600	26,000	75,000
▪ Office of sponsored research	136,000	24,443	170,000	180,000	195,000	250,000
▪ Faculty development programs	20,000	20,000	40,000	5,000	5,000	200,000

PROGRESS: The Office of Sponsored Research began in April 2005. Since then it has facilitated a 39% increase in grant applications and a 75% increase in funding.

5. Progress Measures: We will measure ourselves against the items listed in the objectives section above and compare ourselves to peer institutions.

6. Major Obstacles

- a. Creating a new culture that recognizes a balance between quality teaching and research. *PROGRESS: Increased faculty participation in sponsored research shows a positive change.*
- b. Identifying research and creative product role models. *PROGRESS: New hires during the past two years are assisting in this.*
- c. Using both teaching and research criteria effectively and fairly during transformation of culture. *PROGRESS: Faculty are evaluated based upon assignments and are fairly evaluated.*

D. Design and Implement the “UT Tyler Tradition,” a Unique Core Curriculum: The UT Tyler Tradition is a value-added curriculum with the state-mandated Core Curriculum at its center connected to a variety of enhancement projects and programs. Such value-added programs include Freshman Seminar, which is required of every freshman; the Freshman Book project that began with the entering freshman class of 2005; Freshman Experience classes, which began in fall 2003; Learning Communities, which began in fall 2003; and Living/Learning, which began spring 2005 with faculty mentors assigned to develop academic-related projects with RAs in Patriot Village. Additionally, the Freshman Advising Center was added in fall 2005 and an Experimental Supplemental Instruction Program for selected “gateway” courses was implemented in 2005-06.

1. The UT Tyler Tradition core is required of all undergraduates, regardless of their majors. It is a tight set of traditional courses that gives every undergraduate the core body of knowledge essential to a well-balanced education, but supplemented with unique enrichment experiences. Also, our core does not include overspecialization of study in professional education.
2. **Priority:** High
3. **Objectives:**

	Fall 04	Fall 05	Fall 06	Fall 07
Overall Satisfaction Level of Freshman (NSSE)	60%	78%	80%	83%
Actual	76%	90%		
Satisfaction Level of Focus Groups	60%	65%	70%	75%
Actual	Not available			

4. Strategies for Developing the UT Tyler Tradition:

- a. Reach consensus with faculty on their firm commitment to this concept and how the UT Tyler Tradition can transform undergraduate education at the University and boost student satisfaction. *PROGRESS: Improved ratings on NSSE indicate this is well underway.*
- b. Create integrating structure similar to the leadership of a university that defines and emphasizes the importance of a fully engaged lower division education. *PROGRESS: Continuing discussions about the feasibility of a division/director of undergraduate studies by 2007.*

5. Resources Required

	Fall 05	Fall 06	Fall 07
Freshman seminar	\$35,000	\$50,000	\$85,000
Freshman book	\$15,000	\$25,000	\$25,000
Core curriculum	\$333,000	\$400,000	\$500,000
Supplemental instruction	\$30,000	\$70,000	\$85,000

PROGRESS: Funding is in place for this initiative.

6. Progress Measures: Success measures will include:

- a. Assess student satisfaction with NSSE. *PROGRESS: Ongoing annually.*
- b. Assessments of components of core curriculum. *PROGRESS: Assessments of core components to be completed by spring 2007.*

7. Major Obstacles: Funding to offer enough sections of core courses for our expanding freshmen and lower-level transfer students.

E. Superior Campus Life, Student Engagement, and Community Service: UT Tyler continues to move in the direction of being a “destination campus” – a university of choice that students seek

first over other universities. We believe such a position is the result of top academic programs and a superior overall "student life" opportunity.

1. **Priority: High**
2. **Objective:** Our objective is to increase the amount and quality of student life and to increase student satisfaction. Active student engagement, both on and off campus, increases satisfaction markedly, causing everything about their education to proceed more easily and successfully – including learning. Specifically, better student life and more active engagement has raised satisfaction scores on NSSE and other surveys of our graduates as well as current students. Another objective of more student engagement, particularly through off-campus service and other activities, is to increase the visibility of our students in the community and increase community satisfaction with them and the university. Other measurable objectives include a goal of housing 15 percent of our student body on campus and having 25 percent eat at least one meal on campus daily.
3. **Strategies for Quality of Campus Life, Student Engagement, and Community Service:**
 - a. Reclaim and redevelop the University Center (UC) to be a true student center with a full array of student amenities and available activities. *PROGRESS: Student fee approved to fund UC addition with spring 2008 completion date.*
 - b. Expand dining service or student food court. *PROGRESS: Temporary dining facility opens in fall 2006. Permanent restaurant included in UC addition project.*
 - c. Develop a significant array of student housing, including a freshman-oriented residence hall, apartments, and honors houses. *PROGRESS: Patriot Village apartments opened in fall 2004; Ornelas Residence Hall opens in fall 2006.*
 - d. Expand concept of cohorts of freshman students in "learning communities." *PROGRESS: "Learning communities" expanded and increased in 2005-06. Freshmen participating in a learning community increased from 137 to 149 in fall 2005 with a goal of 256 participating in fall 2006.*
 - e. Begin developing a full program of community service opportunities to engage students beyond the classroom and also develop sets of opportunities to assist faculty in using community service as a direct learning tool. *PROGRESS: Ongoing. 33 student community service projects implemented with more rigorous assessment planned for 2006-07.*
 - f. Field full complement of NCAA Division III sports teams in competition with other universities in the American Southwest Conference. *PROGRESS: Completed for both men's and women's sports.*
 - g. Expand recreation programs and intramural sports. *PROGRESS: Ongoing. Students participating in intramurals increased from 300 to 700 in 2005-06. Total number of student visits to fitness center was 50,164 during calendar year 2005.*
 - h. Create special traditions around matriculation, graduation, and so on. *PROGRESS: Ongoing. Freshman Convocation added in fall 2005.*
 - i. Plan and allow Greek system groups to develop. *PROGRESS: Ongoing. Three National Pan-Hellenic Council sororities were chartered in spring 2006.*
4. **Resources Required:** Resources needed for reclaiming the student center, adding student housing, and developing food service have already been included under the first item concerning recruiting and retention. *PROGRESS: Impeded by lack of funding.*
5. **Progress Measures:** Monitor number of beds added to student housing to determine proximity to our target of 15% of the student body living on campus. Maximum goal is 20%.

PROGRESS: Projections for 2005-06 were 10.1%. The number will increase to 14% in 2006-07.

- a. Monitor progress of adding dining facilities and food services to determine how close we are coming to our minimum target of having 25% of the student body eat at least one meal on campus each day. *PROGRESS: Contract was awarded to Aramark for operation of campus food services beginning in fall 2006. In calendar year 2005, the average daily number of food service transactions on campus was 470. This represents approximately one-third of the 25% target.*
 - b. Determine if attendance at sporting events is rising annually and/or if student satisfaction with sports is increasing on surveys. *PROGRESS: Initial season for several sports, thus data collection is just beginning. New facilities help in attracting students and community. Total attendance at Patriot home athletic events in 2005-06 was 22,094. This was down from 28,786 the previous year. Most of the decline is explained by men's basketball attendance.*
 - c. Determine whether the number of student service projects completed is higher each year. *PROGRESS: 33 service projects were documented including the operation of a Hurricane Katrina evacuee shelter in September 2005.*
 - d. Determine whether the number of students participating in community service projects increases annually. *PROGRESS: Ongoing. Planning is underway to more effectively measure service projects and number of students participating.*
 - e. Determine whether the number of faculty assigning learning service projects increases annually. (Student accountants can do unofficial audits for non-profits, for example, and reduce their audit costs by getting paperwork in order and ready). *PROGRESS: Ongoing. Planning is underway to more effectively measure service learning projects.*
 - f. Track whether the number of fraternity and sorority participants increases annually. *PROGRESS: 75 women were initiated into three sororities in the first term of Greek Life.*
 - g. Determine whether the number of "learning communities" students increases annually and whether their level of satisfaction is increasing. *PROGRESS: The number of freshmen participating in a learning community increased from 137 to 149 in fall 2005 with a goal of 256 participating in fall 2006.*
 - h. Higher NSSE student satisfaction scores. *PROGRESS: Excellent improvement this past year over the previous year.*
 - i. Higher alumni satisfaction with the University. *PROGRESS: New alumni affairs director hired in 2005-06.*
6. **Major Obstacles:** Lack of funding and inability to relocate Education faculty remain as major obstacles to getting the student center renovated, adding food services, and getting student housing built.

III. Future Initiatives of Higher Strategic Importance

A. Collaboration with UT Health Center at Tyler. UT Tyler and UT Health Center at Tyler are committed to forming strategic educational alliances that will establish Tyler as the premier teaching and research center for health sciences in East Texas.

1. **Priority:** High and Urgent
2. **Objectives for Collaboration:**
 - a. Establish a Joint Institute for Biotechnology and Health Science (JIBHS) sponsored by both UT Tyler and UT Health Center at Tyler. *PROGRESS: Delayed at the request of UTHCT.*

- b. UT Tyler and UTHCT provide healthcare services to UT Tyler students, faculty, and staff at its temporary health clinic. A permanent health clinic opens spring 2006. *PROGRESS: Clinic opened in April 2006.*
 - c. UT Tyler fully supports UTHCT's efforts to obtain degree-granting authority and that institution's desire to develop a graduate school in allied health or other medical science as a complement to our College of Nursing and Health Sciences. We will work together to develop collaborative graduate and undergraduate health-related degree programs. *PROGRESS: Our nursing dean serves on the committee seeking accreditation for UTHCT.*
 - d. UT Tyler and UTHCT seek UT System and THECB approval to award cooperative graduate degrees in biomedical, biotechnology, and allied health sciences by fall 2006, with the express intent that UTHCT would have degree granting authority. *PROGRESS: Delayed pending accreditation of UTHCT.*
- 3. Strategies:** UT Tyler and UTHCT will work to increase and strengthen collaboration in several ways.
- a. The two institutions share a police department and printing services. Future service collaborations may include joint purchasing, HUB operations, and groundskeeping. *PROGRESS: At the request of UTHCT, the police department and printing services have been separated and other initiatives have been discontinued.*
 - b. The two institutions will work together to secure approval for doctoral-level degrees at UT Tyler that will create opportunities for research and outreach. The proposed Ph.D. program in human resource development will emphasize human resources in the healthcare field. The UT Tyler Ph.D. in nursing will have strong ties with practitioners at UTHCT. *PROGRESS: Significant progress.*
 - c. UT Tyler and UTHCT will coordinate to expedite joint sponsored research. *PROGRESS: Ongoing. Sponsored research offices of UT Tyler and UTHCT encourage joint projects through collaborative efforts.*
 - d. When UTHCT is given degree-granting authority, UT Tyler is willing to assist with support services such as admissions, financial aid, student records, and online registration. *PROGRESS: Pending accreditation of UTHCT.*
 - e. Coordinate when appropriate, approaches to UT System, Texas Legislature, and state and federal agencies for approvals and resources. *PROGRESS: Ongoing.*
- 4. Resources Needed:**
- a. 2006-07, UT Tyler will fill the Braithwaite Chair in Biochemistry and that position will be available for joint appointment. *PROGRESS: Search will be in 2006-07.*
 - b. We ask \$1 million from UT System to help seed the joint institute. *PROGRESS: Inactive.*
 - c. We also request UT System help to involve the governor's office in providing funds for a major research initiative in rural healthcare delivery, using East Texas as a test case. UT Tyler's colleges of business and nursing are engaged in an effort with a federal grant of \$350,000. *PROGRESS: Ongoing.*
 - d. **Progress Measures:** We are measuring the objectives listed above.
 - e. **Obstacles:** UT Tyler's unprecedented growth at the lower level; high teaching loads; and the struggle to fully fund, staff, and deliver a full lower division curriculum make it difficult to devote sufficient faculty and staff time to building collaborations with UTHCT. Nevertheless, we are working persistently and deliberately to ensure the success of this effort.

B. Acquiring Land for the Campus: In 2004-05, UT Tyler acquired 11.3 acres across the street from the University on Old Omen Road. The acquisition of this land was essential as UT Tyler's current 200-acre campus has approximately 160 buildable acres, the remaining 40 acres under lakes or part of significant drainage ways or wetlands. The current campus simply is not large enough to accommodate a comprehensive university without destroying its park-like beauty. The additional acreage gives the University land for a research park, student parking, academic buildings, a charter school, or athletic venues. We need to purchase the remaining 27 acres of unimproved land near the University entrance; otherwise, we will be landlocked by new housing and apartment complexes. There is little downside to acquiring the remaining land, especially since it is rapidly increasing in value and could be sold for its value, if necessary.

1. Priority: High and Urgent

- a. Own and control all available land across the road from the main UT Tyler front entrance on Old Omen Road. *PROGRESS: Land was purchased by private developer with agreement by the university that a portion of the land would be sold to UT Tyler.*

2. Strategies for Property Acquisition:

- a. Receive UT System approval to buy identified properties using third party financing.
- b. Identify funds for this purpose: University reserves, PUF funds, or a gift at some future date. \$2 million needed.

3. Progress Measures: Progress will be measured in land acquired. *PROGRESS: 11 acres purchased with assistance of private funds.*

4. Major Obstacles: Finding a motivated third party to hold the property on behalf of UT Tyler.

IV. Unexpected Opportunities or Crises

A. Impact of Initiatives: UT Tyler is uniquely situated to address the needs of a region currently underserved by higher education. Our real success will be measured by the growth in the four-year university participation rate by college-aged East Texans.

B. Enrollment Management: Enrollment growth will have a major impact on the objectives outlined in *Closing the Gaps*. Relative to 2000, the University will triple its FTEs by the end of this decade. Growth is related to our ability to build the needed infrastructure, given the state's financial and political realities.

C. Diversity: We are making gains in both African American and Hispanic enrollment. We are also hiring a more diverse faculty and staff.

D. Finances: All of the initiatives outlined in this document are intended to improve the quality of education our students receive.

E. Community and Institutional Relations: Relationships with the community and region are strong. Our supporters are investing major private dollars to assist us. Faculty, staff, and students are actively involved in every aspect of the community and that presence will enhance relationships between community and university.

F. Facilities: Our plan to increase enrollment will require more physical facilities and renovation/conversion of existing facilities to other uses, such as turning small classrooms into faculty offices.

G. Other Infrastructure Issues: We will soon be required to purchase a new and expensive student information system.

V. System and State Priorities: UT Tyler's priorities are aligned with those of the state and the UT System. In particular, UT Tyler's first priority is to increase enrollment to 7,000 while completing its transformation into a comprehensive four-year university. Our second and third major initiatives – to enhance excellence in our academic programs and to increase research productivity and externally funded research – are also aligned with state and UT System goals.

A. Collaborations with other UT System institutions: Collaborative efforts with UTHCT have been documented earlier in the Compact (See Section III A). Additionally, UT Tyler has a major collaborative research program underway with UT Dallas between our colleges of engineering and computer science. The Texas Asthma, Allergy, and Indoor Environmental Research and Education Institute (TxAIRE) is a collaborative project between UT Tyler, UTHCT, UT Austin, UT Dallas and private companies. UT Tyler is also a major cooperator with the UT TeleCampus program and we are exploring ways to increase our involvement in this program via the use of our on-line based planned Ph.D. in nursing.

B. Improvement of Graduation Rates: Strategies for Retention:

- a. Improved graduation rates are part of performance evaluation goals of deans.
- b. Expand centralized freshman academic advising office.
- c. Expand supplemental instruction program for most difficult (gatekeeper) courses.
- d. Begin substantial tutoring program modeled after successful tutoring programs for athletes.
- e. Continue and expand early intervention program for freshmen.
- f. Add new academic programs.
- g. Add honors program.
- h. Provide training for faculty teaching freshmen and ask deans to counsel/assist gatekeeper faculty when needed.
- i. Expand student work-study program.
- j. Complete the needed capital construction listed previously.

VI. Compact Development Process: UT Tyler's Compact development process began with the development of the initial updated compact by the Provost/VPAA and the academic deans, the director of library services, with input from the Longview University Center and the Palestine campuses. Deans involved faculty within their colleges for initial input into the Compact. In addition, the President's Cabinet, President's Council, Academic Council, and Faculty Senate all were included in the development process on multiple occasions. Separate meetings were held with key leaders such as the president of the Faculty Senate. At this point, the Compact is being submitted to the System. But, to insure complete buy-in to the process and the information contained herein, copies of this Compact will be sent to members of the Development Board for Tyler, directors and development councils for the Longview and Palestine campuses, Faculty Senate, and Student Government leaders. They will receive copies of this submission and will be given opportunities to provide feedback in preparation for the next version of the compact.

VII. UT System Contributions:

System Support for TRB and PUF Funds: -\$74.8 million
Complete engineering building. Finish series of conversions and renovations. Construct a new building or large addition for the Art Department. Construct a multi-functional classroom building. All of these projects are necessary to complete the transformation of UT Tyler into a four-year university

Complete the Engineering, Science and Technology (EST) building	-\$38 million
Without these funds, only one of the two connected Ratliff Engineering and Science Buildings will be completed; the second will be an unusable shell.	
Convert/renovate/expand buildings for new uses.	-\$36.8 million
Science Building:	-\$6 million
Renovate labs/add classrooms for College of Education and Psychology and biology department.	
Student Center:	-\$11 million
When education and psychology faculty move, Student Center renovations will begin.	
Art studio addition:	-\$3 million
To replace temporary/mobile art addition.	
Current engineering building:	-\$1 million
Preparation of building for IT and other support operations after engineers relocate	
Cowan Center:	-\$1.04 million
Music room/storage/small student theater.	
Physical Plant:	-\$1.8 million
Added space (doubling size of university) demands and to bring to code.	
Palestine Campus:	-\$7 million
Renovate existing building and build new building. Lack of space is limiting growth and the addition of new programs.	
Longview University Center:	-\$6 million
Add classroom building or addition. Classroom sizes are limiting the growth of the nursing program, and the number of classrooms is inadequate to add new programs.	
Approval and funding to buy land across from campus:	-\$1.8 million
System support for UT Tyler/UTHCT collaboration:	-\$1 million
Start-up funds for joint Institute of Biotechnology and Health Science	
Academic Program Development:	
Support for doctoral programs, specifically, the Ph.D. in human resource development and Ph.D. in nursing.	

VIII. Software and Library Assistance:

- A.** As noted, we ask for assistance to purchase a replacement of our student information system.
- B.** Our rate of growth in size and breadth of programs requires rapid growth of the library. Part of this cost is related to new doctoral, masters, and undergraduate programs.

Appendices

I. Budget Overview

**The University of Texas at Tyler
Operating Budget
Fiscal Year Ending August 31, 2006**

	FY 2005 Adjusted Budget	FY 2006 Operating Budget	Budget Increases (Decreases) From 2005 to 2006	
			Amount	Percent
Operating Revenues:				
Tuition and Fees	\$ 15,475,657	20,497,705	5,022,048	32.5%
Federal Sponsored Programs	4,289,258	4,692,783	403,525	9.4%
State Sponsored Programs	416,205	426,604	10,399	2.5%
Local and Private Sponsored Programs	14,000	162,019	148,019	1057.3%
Net Sales and Services of Educational Activities	593,517	361,804	(231,713)	-39.0%
Net Sales and Services of Hospital and Clinics	-	-	-	-
Net Professional Fees	-	-	-	-
Net Auxiliary Enterprises	2,074,502	3,466,101	1,391,599	67.1%
Other Operating Revenues	-	-	-	-
Total Operating Revenues	22,863,139	29,607,016	6,743,877	29.5%
Operating Expenses:				
Instruction	19,189,671	22,390,890	3,201,219	16.7%
Academic Support	5,235,643	5,453,007	217,364	4.2%
Research	791,316	853,254	61,938	7.8%
Public Service	237,117	168,047	(69,070)	-29.1%
Hospitals and Clinics	-	-	-	-
Institutional Support	6,111,019	7,959,319	1,848,300	30.2%
Student Services	3,818,615	4,079,394	260,779	6.8%
Operations and Maintenance of Plant	3,576,063	4,046,651	470,588	13.2%
Scholarships and Fellowships	7,778,365	8,656,923	878,558	11.3%
Auxiliary Enterprises	3,140,171	4,378,398	1,238,225	39.4%
Total Operating Expenses	49,877,980	57,985,881	8,107,901	16.3%
Operating Surplus/Deficit	(27,014,841)	(28,378,865)	(1,364,024)	5.0%
Nonoperating Revenues (Expenses):				
State Appropriations & HEAF	25,568,919	29,483,586	3,914,667	15.3%
Gifts in Support of Operations	103,582	204,977	101,395	97.0%
Net Investment Income	2,948,331	3,040,604	92,273	3.1%
Other Non-Operating Revenue	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-
Net Non-Operating Revenue/(Expenses)	28,620,832	32,729,167	4,108,335	14.4%
Transfers and Other:				
AUF Transfers Received	-	-	-	-
AUF Transfers (Made)	-	-	-	-
Transfers From (To) Unexpended Plant	-	-	-	-
Transfers for Debt Service	(2,317,386)	(4,170,095)	(1,852,709)	79.9%
Other Additions and Transfers	3,594,221	3,955,948	361,727	10.1%
Other Deductions and Transfers	(3,594,221)	(3,955,948)	(361,727)	10.1%
Total Transfers and Other	(2,317,386)	(4,170,095)	(1,852,709)	79.9%
Surplus/(Deficit)	\$ (711,395)	180,207	891,602	-125.3%
Total Revenues	\$ 51,483,971	62,336,183	10,852,212	21.1%
Total Expenses and Debt Service Transfers	(52,195,366)	(62,155,976)	(9,960,610)	19.1%
Excess (Deficiency) of Revenue over Expenses	\$ (711,395)	180,207	891,602	

Note: Operating Budget Highlights with a glossary of terms are included on Page 1.

II. Statistical Profile

<i>fall</i>	2000	2001	2002	2003	2004	2005
Undergraduate headcount	2,892	3,004	3,409	3,922	4,466	4,930
Graduate/professional headcount	700	728	845	847	860	816
Total enrollment	3,592	3,732	4,254	4,769	5,326	5,746

<i>yr of matriculation</i>	1998	1999	2000	2001	2002	2003
1st year persistence	59.6%	68.1%	60.0%	60.5%	54.3%	56.0%

<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000
4-year graduation rate				26.3%	37.9%	21.1%

<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05
Baccalaureate degrees granted	731	702	684	619	720	792
Master's degrees	140	163	121	184	196	223

<i>academic year</i>	00-01	01-02	02-03	03-04	04-05	05-06
All instructional staff	257	285	302	293	350	
Administrative		36	40	37	40	43
Other, Non-Faculty		231	246	261	293	296
Student employees		173	227	240	320	359

<i>fall</i>	1999	2000	2001	2002	2003	2004
FTE student / FTE faculty ratio	11 to 1	12 to 1	12 to 1	13 to 1	16 to 1	16 to 1

<i>fiscal year</i>	2000	2001	2002	2003	2004	2005
Federal research expenditures	\$63,307	\$66,827	\$67,617	\$174,362	\$585,874	\$143,425

<i>fiscal year</i>	2000	2001	2002	2003	2004	2005
Revenue / FTE student	\$14,000	\$13,000	\$13,000	\$12,000	\$11,000	\$10,000

(nearest thousand)

<i>as of</i>	8/31/2000	8/31/2001	8/31/2002	8/31/2003	8/31/2004	8/31/2005
Endowment total value	\$47,822,000	\$42,104,000	\$37,432,000	\$40,349,000	\$45,152,000	\$53,208,000

