

**UT Arlington**  
**Compact for FY 10 – FY 11**

**Mission:** The University of Texas at Arlington is a comprehensive research, teaching, and public service institution whose mission is the advancement of knowledge and the pursuit of excellence. The University is committed to the promotion of lifelong learning through its academic and continuing education programs and to the formation of good citizenship through its community service learning programs. The diverse student body shares a wide range of cultural values and the University community fosters unity of purpose and cultivates mutual respect.

**Top 5 Priorities for FY 10 – FY 11:**

1. Improve student retention and graduation rates.
2. Enhance instruction and the learning environment.
3. Enhance research and creative activity and the reputation of the university.
4. Increase diversity among faculty and staff.
5. Enhance student life programming and student engagement.

**I. Performance Summary Table and Analysis**

Indicator	Past	Current	Goal	Explanation
Persistence Rates – First-year persistence rates for first-time, full-time degree-seeking undergraduates (cohort)	65.6% (2001 cohort) 61.2% (2006 cohort)	58.2% (2007 cohort)	70.0% (2009 cohort)	Recommendations from the UTA Task Force report on student retention and success will be fully implemented over the next 3-5 years.
4-Year Graduation Rates – Undergraduates graduating in four years or less from same institution (cohort)	12.7% (1997 cohort) 13.4% (2002 cohort)	14.1% (2003 cohort)	30.0% (2009 cohort)	Improving advising and student support services such as supplemental instruction, at-risk student interventions, etc. are having a positive effect on student success.
6-Year Graduation Rates – Undergraduates graduating in six years or less from same institution (cohort)	30.6% (1995 cohort) 41.6% (2000 cohort)	37.0% (2001 cohort)	50.0% (2009 cohort)	Improved advising and student support services should have a positive impact on graduation rates.
6-Yr Composite Graduation/Persistence Rates - % graduating or still enrolled in the same or other Texas institution	56.7% (1995 cohort) 64.0% (1999 cohort)	65.0% (2000 cohort)	75.0% (2009 cohort)	This measure shows that UT Arlington has a role in successfully preparing a significant number of students who transfer to and graduate from other Texas institutions.
# of Bachelor's degrees awarded (AY)	2,798 (00-01) 3,531 (05-06)	3,925 (07-08)	4,100 (10-11)	Improving retention for both freshman and transfer students will lead to a higher number of degrees being awarded.
# of Graduate degrees awarded (AY)	1,141 (00-01) 2,047 (05-06)	1,847 (07-08)	2,125 (10-11)	Increased numbers of domestic and foreign graduate students recruited over the past few years will lead to continued increases in graduate degrees awarded. Emphasis is now shifting to Ph.D. degrees awarded.
Annual research expenditures	\$19.5 M (00-01) \$34.9 M (05-06)	\$39.6 M (07-08)	\$62.0 M (10-11)	A number of high-performing research faculty have been hired. In addition, numbers for FY08 forward will accurately reflect true research expenditures, whereas in previous years not all expenditures were properly identified and counted.

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**II. Update Strategic Initiatives from 2008 Compact**

**a. Completed Initiatives**

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Increase faculty diversity	Increased % of minority faculty	Number of minority faculty increased from 21 tenured (5.6%) and 21 tenure track (10.8%) in Fall 2006 to 32 tenured (7.8%) and 29 tenure track (12.9%) in Fall 2008.	13 new lines added over two years (07-08 and 08-09)	The initiative is proving successful; however, there is room for additional improvement.
2. Increase average dollar value of external awards for tenured and tenure-track faculty	Average dollar value of awards for T/TT faculty	\$40,684 in FY04; \$65,279 in FY07; \$104,881 FY08.	\$68,543 in FY08 (5% increase)	The initiative was successful, in part because a number of high-performing research faculty have been hired; in addition, FY08 numbers accurately reflect true research expenditures, whereas in previous years not all expenditures were properly identified and counted.

**b. Ongoing Initiatives**

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Improve undergraduate student retention and graduation	Increased retention and graduation rates	UT Arlington retention and graduation rates are low compared to peer groups and Tier 1 - Tier 3 institutions in the USNWR rankings	75% 1st-yr retention for 2011 FTFT cohort; 52% 6-yr grad rate for 2011 FTFT cohort	09-10: Pilot a First Year Experience program; improve advising, supplemental instruction, and other interventions for at-risk students; increase and restructure scholarship/financial aid support. 10-11: Fully implement the initiatives recommended in the Task Force Report.
2. Improve graduate student retention and graduation	Increased retention and graduation rates	UT Arlington lacks a systematic, coordinated approach to improving graduate retention and graduation rates across all programs	Improve stipends, workload, and tuition fellowships for all GTAs and improve support in other ways.	Implement annual PhD progress report. Provide training for graduate advisors. Create more professional development workshops and opportunities for students to present research. Integrate graduate retention and completion reporting into the program review process. Help programs implement review recommendations to improve retention and graduation.
3. Increase graduate student support, especially for PhD and PhD-bound Graduate Assistants	Increased student enrollment; improved PhD student profile	Current levels of graduate support are not competitive with peer institutions.	Create competitive stipends, workloads and tuition fellowships for all GTAs.	Using new and existing dollars, phase in competitive stipends, workloads, and tuition fellowships for all PhD and PhD-bound GTAs. Increase need-based graduate students aid from \$1.1 million in AY 2007-2008 to \$3.1 million in AY 2010-2011. Increase pursuit of disciplinary and interdisciplinary grants for graduate student support and innovative practices in graduate education.

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4. Active Learning: Pathways to Higher Order Learning (Quality Enhancement Plan)	Improved NSSE scores, increased scores on critical thinking tests (CLA/CAT)	07-08: 11 pilot projects implemented 08-09: Data being analyzed to determine most effective strategies and contexts	Improvement in higher order thinking skills.	09-10: Continued analysis of data from Phase I of project; solicitation of proposals for Phase II projects 10-11: Implementation of Phase II
5. Raise funds to provide research support/additional salary increments for outstanding research faculty	Improved recruiting and lower turnover among research faculty	08-09: 22 new endowment funds were established. Utilizing revenue from gas royalties, the Maverick Match program has been launched, which will match donations for new endowments (\$25K and above)	Increased endowment funds available for faculty support	09-10: Continue preliminary fundraising efforts with target prospects.

### III. New Strategic Initiatives

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 08-09; 09-10
1. None for the 2010-11 period			

### IV. UT System Strategic Plan Initiatives

#### a. Enrollment Management Plan Development and Targets

The institutional plan is to grow from the present enrolled headcount of approximately 25,000 to 30,000 in 6 years. This growth is based upon a modest increase (1% per year) in new enrollments at both the graduate and undergraduate levels. The bulk of the increase in enrollment is dependent upon an institutional transformation that will increase UT Arlington's retention rate for first time, full time freshman from its current 61% to 75% over the next 3 years, and then to at least 80% over the following 3 years. Concurrently, the institutional plan is to increase the six-year graduation rate from its current 37% to 52%.

Scholarly research indicates that an intentional, comprehensive, and supportive First Year Experience program (FYE) can significantly improve student preparation for college, thus improving retention into the sophomore year. Our plan seeks to expand and improve our existing FYE programs through more offerings, better coordination of relevant support services, and improved campus visibility, thereby ensuring that these programs are known and available to all entering students.

One key recommendation of the Task Force on the First Year Experience and Undergraduate Retention is to expand and improve academic advising, particularly for freshman. Presently, students with declared majors are advised in their home department; the quality of this experience varies with the resources of the unit. A detailed survey of the campus revealed that several colleges had insufficient advisors for the size of their student body. It is recommended that one advisor be available for each 200-250 students. In at least one college or school, the actual ratio is one advisor per 850 students. It is proposed that all freshmen be assigned to a new academic unit, the University College. This college will be established with sufficient resources to meet the needs of an expanding freshman cohort and specifically charged with helping that cohort continue to their sophomore year and gain entry into a degree program.

A recent examination of our departing students revealed that many left in good academic standing and with significant numbers of hours. Over the past three academic years, approximately 5,500 students left UT Arlington with a GPA in excess of 2.0 and with an average of 80 hours. We suspect that a significant number of these students leave because, while they have a GPA to remain in good academic standing with the University, they are unable to gain entry to a major which has a higher GPA requirement. Presently, the minimum GPA for admission to any major at UT Arlington is 2.25; some require higher GPAs. In an effort to retain these students, we have proposed a University Studies degree which we hope to have available to students by fall 2009. This degree will have a 2.0 GPA requirement for entrance and graduation and will provide a broad based education that should be applicable for a number of career paths.

The final component of our plan is an effort to encourage students to make steady progress toward their degrees. Achieving success in this domain is especially challenging since a significant portion of our students are first-generation students who either partially or fully finance their own education. (Our Spring 2008 Student Experience Survey reported that 71% of the respondents hold jobs while attending classes; 39% reported working more than 20 hours per week.) To provide some relief from the pressure to work, we plan to continue to refine our financial aid and tuition policies to reward academic achievement and full-time enrollment. Additionally, we will continue to expand our advising and academic support services, invest in innovative rescue and early intervention systems, and aggressively work with at-risk students, all with an eye toward reducing the number of students who opt not to continue their studies. At the graduate level, we have completed a tracking and reporting mechanism that provides academic departments with regular

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feedback on the status of their graduate students and degree completion rates. We will work with graduate programs in making the most effective use of this new data.

**b. Financial Management Plan**

The financial condition of the University remains strong. After the construction of the Engineering Research Building and the Special Events Center, UT Arlington's need for long term debt will be reduced. UT Arlington continues to spend less than it receives, which creates additional financial flexibility. While spending has increased steadily the past few years, departmental balances have also increased which allows for additional planning options in an uncertain financial period.

**c. Information Security Plan**

The Office of Information Technology, Information Security Office continues to develop, monitor and enforce practices to ensure that UT Arlington's administrative and academic information is secure from unauthorized access, protected from inappropriate alteration, physically secure, and available to users in a timely fashion. Security initiatives include network infrastructure protection, email encryption, portable device encryption, policy and procedure review, access control auditing, anti-virus and anti-spyware protection, vulnerability scanning, and growth of the security operation center. The Information Security Office identifies and addresses exposures to accidental or intentional destruction, disclosure, modification, or interruption of information that may cause financial and/or information loss to UT Arlington and coordinates the handling of security incidents, recoveries, breaches, intrusions, and/or system abuses with the appropriate department or external agency. Short term focus will address configuration management, protection of sensitive information, application scanning, and continued campus security awareness and training.

**V. System Contributions and Investments**

**a. Summary of investments:**

	<b>FY 05 / FY 06 cumulative awards</b>	<b>Impact (FY 05 and FY 06 cumulative)</b>	<b>FY 07 awards</b>	<b>FY 08 awards</b>
Noncompetitive STARS Awards:	\$2,613,560	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$1,804,656	--
Institutional Match:	\$2,005,844		\$2,078,016	--
Competitive STARS Awards:	\$3,859,762	Sponsored external funding:..... \$9,566,300 Net return on investment: ..... \$4,006,538	\$2,320,800	\$500,000
Institutional Match:	\$1,700,000	Patents issued: ..... 3 Patents pending: ..... 4 Scientific publications:..... 149 National awards:..... 1 Collaborations: ..... 66 Sponsored graduate students:..... 81 Sponsored post-docs:..... 23	\$0	\$0

**b. Other System contributions:** PUF funds for Engineering/Science Research Building support (\$30 M provided for Science Component in Engineering Research Building; \$25 M provided for the Structural Engineering Building – Hanson collaborative project in Grand Prairie.)

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**VI. Number of New Faculty Positions Projected to 2011**

Field	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total FY 07 – FY 12
STEM	11	9	2	6	7	7	42
Education	1	0	2	1	1	0	5
Nursing	1	1	0	3	1	1	7
Art	0	0	0	1	0	0	1
Liberal Arts	1	0	3	2	1	1	8
Business	2	3	0	1	1	0	7
Total	16	13	7	14	11	9	70

**VII. Status of Campus Strategic/Long-Range Plan:** Completed. [www.uta.edu/mavericksonthemove/index.html](http://www.uta.edu/mavericksonthemove/index.html)

**VIII. Campus Consultation to Develop Compact:**

Input received from Faculty Senate, academic deans, vice presidents, and other key administrators. Draft to be shared with campus upon approval.

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**IX. Budget**

**The University of Texas at Arlington**  
**Operating Budget**  
**Fiscal Year Ending August 31, 2009**

	FY 2007 Actual	FY 2008 Adjusted Budget	FY 2009 Operating Budget	Budget Increases (Decreases) From 2008 to 2009	
				Amount	Percent
<b>Operating Revenues:</b>					
Tuition and Fees	\$ 127,453,845	141,257,069	153,337,079	12,080,010	8.6%
Federal Sponsored Programs	44,446,997	45,598,014	46,893,511	1,295,497	2.8%
State Sponsored Programs	5,871,314	6,947,320	7,291,408	344,088	5.0%
Local and Private Sponsored Programs	4,790,311	13,997,806	16,592,021	2,594,215	18.5%
Net Sales and Services of Educational Activities	14,525,943	10,499,002	13,387,925	2,888,923	27.5%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	23,914,909	20,594,438	24,048,172	3,453,734	16.8%
Other Operating Revenues	11,529,231	4,476,005	9,002,203	4,526,198	101.1%
<b>Total Operating Revenues</b>	<b>232,532,550</b>	<b>243,369,654</b>	<b>270,552,319</b>	<b>27,182,665</b>	<b>11.2%</b>
<b>Operating Expenses:</b>					
Instruction	114,388,265	121,220,518	131,116,827	9,896,309	8.2%
Academic Support	26,583,142	29,811,687	30,762,631	950,944	3.2%
Research	30,813,600	37,173,004	37,327,193	154,189	0.4%
Public Service	10,170,300	9,578,842	9,619,036	40,194	0.4%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	26,803,941	26,522,188	32,199,926	5,677,738	21.4%
Student Services	21,325,703	22,145,441	24,192,153	2,046,712	9.2%
Operations and Maintenance of Plant	30,500,314	35,483,162	32,558,215	(2,924,947)	-8.2%
Scholarships and Fellowships	10,309,252	19,981,725	21,508,961	1,527,236	7.6%
Auxiliary Enterprises	32,633,500	33,671,343	35,354,311	1,682,968	5.0%
Depreciation and Amortization	21,094,795	21,500,000	22,065,367	565,367	2.6%
<b>Total Operating Expenses</b>	<b>324,622,812</b>	<b>357,087,910</b>	<b>376,704,620</b>	<b>19,616,710</b>	<b>5.5%</b>
<b>Operating Surplus/Deficit</b>	<b>(92,090,262)</b>	<b>(113,718,256)</b>	<b>(106,152,301)</b>	<b>7,565,955</b>	<b>-6.7%</b>
<b>Budgeted Nonoperating Revenues (Expenses):</b>					
State Appropriations & HEAF (Non-capitalized)	101,874,891	110,971,082	111,524,588	553,506	0.5%
Gifts in Support of Operations	1,887,387	2,401,449	1,956,938	(444,511)	-18.5%
Net Investment Income	8,799,804	4,794,145	11,941,933	7,147,788	149.1%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
<b>Net Non-Operating Revenue/(Expenses)</b>	<b>112,562,082</b>	<b>118,166,676</b>	<b>125,423,459</b>	<b>7,256,783</b>	<b>6.1%</b>
<b>Transfers and Other:</b>					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(6,230,333)	(8,944,363)	(8,894,713)	49,650	-0.6%
<b>Total Transfers and Other</b>	<b>(6,230,333)</b>	<b>(8,944,363)</b>	<b>(8,894,713)</b>	<b>49,650</b>	<b>-0.6%</b>
<b>Budget Margin (Deficit)</b>	<b>14,241,487</b>	<b>(4,495,943)</b>	<b>10,376,445</b>	<b>14,872,388</b>	<b>-330.8%</b>
<b>Reconciliation to Change in Net Assets:</b>					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	15,057,392	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	950,534	103,000	75,000	(28,000)	-27.2%
HEAF (Capitalized)	-	-	-	-	-
Additions to Permanent Endowments	959,621	1,465,800	1,398,314	(67,486)	-4.6%
Transfers for Debt Service - Principal	(9,567,710)	(14,398,808)	(17,246,171)	(2,847,363)	19.8%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	40,889,055	35,512,800	33,318,000	(2,194,800)	-6.2%
<b>SRECNA Change in Net Assets</b>	<b>\$ 62,530,379</b>	<b>18,186,849</b>	<b>27,921,588</b>	<b>9,734,739</b>	<b>53.5%</b>
<b>Total Revenues and AUF Transfers</b>	<b>\$ 345,094,632</b>	<b>361,536,330</b>	<b>395,975,778</b>	<b>34,439,448</b>	<b>9.5%</b>
<b>Total Expenses (Including Transfers for Interest)</b>	<b>(330,853,145)</b>	<b>(366,032,273)</b>	<b>(385,599,333)</b>	<b>(19,567,060)</b>	<b>5.3%</b>
<b>Budget Margin (Deficit)</b>	<b>\$ 14,241,487</b>	<b>(4,495,943)</b>	<b>10,376,445</b>	<b>14,872,388</b>	
<b>Reconciliation to Use of Prior Year Balances</b>					
Depreciation	-	21,500,000	22,065,367	-	-
Capital Outlay	-	(16,195,776)	(6,277,457)	-	-
HEAF (Capitalized)	-	-	-	-	-
Transfers for Debt Service - Principal	-	(14,398,808)	(17,246,171)	-	-
Budgeted Transfers	-	(270,008)	429,771	-	-
<b>Use of Prior Year Balances</b>	<b>-</b>	<b>(13,860,535)</b>	<b>9,347,955</b>	<b>-</b>	<b>-</b>

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**X. Data Summary**

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduate	15,449	16,330	17,649	18,867	19,114	19,448	19,205	18,810	18,985
Graduate	4,975	4,850	6,172	6,112	6,183	5,768	5,620	6,078	6,099
Total enrollment	20,424	21,180	23,821	24,979	25,297	25,216	24,825	24,888	25,084
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005	2006	2007
1st year persistence	65.9%	68.0%	65.6%	66.4%	60.4%	68.9%	64.1%	61.2%	58.2%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002	2003
4-year graduation rate	9.6%	13.2%	12.7%	12.3%	14.5%	15.1%	14.5%	13.4%	14.1%
5-year graduation rate	22.4%	29.3%	30.6%	29.5%	31.8%	32.8%	30.4%	29.4%	
6-year graduation rate	30.6%	36.4%	36.7%	37.6%	39.5%	41.6%	37.0%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Baccalaureate degrees	2,813	2,798	2,892	3,150	3,280	3,316	3,531	3,861	3,920
Master's degrees	975	1,087	1,069	1,366	1,796	1,883	1,943	1,737	1,694
Grad level certificates	--	--	--	--	--	55	47	49	57
Doctorate degrees	78	87	72	62	75	83	104	123	153
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty	1,034	1,055	1,089	1,135	1,188	1,224	1,240	1,320	1,348
Administrative		206	346	302	307	327	356	383	412
Other, Non-Faculty		2,014	1,373	1,375	1,439	1,514	1,558	1,609	1,684
Student employees		1,026	1,737	1,725	2,147	2,112	2,140	2,116	2,177
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
FTE student / FTE faculty	20 to 1	20 to 1	22 to 1	22 to 1	21 to 1	21 to 1	20 to 1	20 to 1	19 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Federal research exp	\$5,242,897	\$9,224,210	\$7,923,657	\$7,993,576	\$11,093,256	\$17,833,042	\$19,095,309	\$20,259,415	\$20,979,533
<i>fiscal year</i>			01-02	02-03	03-04	04-05	05-06	06-07	07-08
Tuition & Fees / FTE student			\$3,710	\$3,650	\$4,070	\$4,730	\$4,950	\$5,660	\$6,070
State Appropriations / FTE student			\$5,680	\$4,920	\$4,610	\$4,570	\$4,930	\$5,040	\$5,550
<i>as of</i>	8/31/2000	8/31/2001	8/31/2002	8/31/2003	8/31/2004	8/31/2005	8/31/2006	8/31/2007	8/31/2008
Endowment total value	\$35,214	\$31,366	\$28,859	\$34,735	\$38,512	\$45,635	\$50,750	\$57,646	\$60,955

(in \$ thousands)