

The University of Texas at Arlington
Compact with The University of Texas System
2004-05

I. Introduction

The University of Texas at Arlington is a Carnegie Doctoral Extensive institution whose mission is the advancement of knowledge and the pursuit of excellence in research, teaching, and public service. The institution is authorized by the Texas Higher Education Coordinating Board to offer 90 baccalaureate, 74 master's, and 34 doctoral degree programs. The mission statement supports comprehensive academic research; attracting and retaining high quality faculty scholars who actively engage students; a well-rounded academic experience promoting student involvement, service learning, and free discourse; alternative access venues to meet students' needs; and the development of public and private partnerships.

U.T. Arlington is considered a leader for its wide range of degree programs and flexible curriculum that are constantly evolving to meet the changing needs of both the traditional and non-traditional student. As the second largest component of The U.T. System, the institution serves approximately 25,000 students, including more than 6,000 graduate students. Presently, as in the past, the primary student base is the Dallas/Fort Worth Metroplex and surrounding areas. In fall 2003, 10,579 (42.4%) students listed Tarrant County as their county of origin and 4,797 (19.2%) listed Dallas County. Approximately one-third of the graduate student population, however, is from outside the U.S. The student body is non-traditional in many ways. Most students enter U.T. Arlington as transfers, many with 60 or more hours already completed. The average age of students in fall 2003 was 26, and 34.0% attended the University on a part-time basis. According to the 2001 Student Survey, 78% of U.T. Arlington students hold jobs with 49% working full-time. It should be noted, however, that the cohort of traditional first-time freshman is growing. The size of the incoming freshman class has almost doubled since 1999, reaching 2,483 in fall 2003. These students have an average age of 18, almost all attend full-time, and approximately 36% live in campus residence halls or apartments. Ethnic enrollment illustrates the diversity of the U.T. Arlington population. In fall 2003, the overall student body was 12.0% African American, 11.1% Hispanic, 10.3% Asian, 0.7% Native American, and 11.6% International. It is estimated that African American and Hispanic populations will be U.T. Arlington's fastest growing constituencies in the coming decades.

The University of Texas at Arlington is the second largest employer in the City of Arlington, utilizing over 4,000 persons in a variety of teaching and non-teaching positions. In fall 2003, there were 1,034 instructional faculty (not including graduate teaching assistants), 748 of whom were full-time. The full-time faculty is approximately 36% female and 19% minority. Approximately 85% of the full-time faculty hold doctorates or other terminal degrees. Research expenditures generated by this faculty topped \$29 million in FY2003.

With an annual budget of \$267 million, the institution plays a critical role in the economic and social well being of the region, through direct and indirect expenditures, enhanced earning potential of its graduates, and improvements to the community's social and cultural fabric. A 2000 study estimates that UT Arlington's annual impact on local business volume exceeds \$260 million in Arlington and \$487 million in the DFW Metroplex. At present, the University owns about 400 acres of land in central Arlington, and 20 acres in Fort Worth. The UTA/Fort Worth Campus offers classes on the site of the Automation and Robotics and Research Institute (ARRI).

II.A. Major Short-Term Priorities and Initiatives

The University of Texas at Arlington has three major short-term priorities and initiatives: (1) an excellence initiative with improvement in supporting systems and facilities, (2) a visioning and planning exercise, and (3) expansion of the UTA/Fort Worth campus programming.

Excellence Initiative I

In order for U.T. Arlington to continue on its trajectory of improvement as a Carnegie Doctoral Extensive Research Institution, it is most important to enhance the academic profile and overall reputation of the institution, strengthen research programs, and establish a center of research excellence. Nine (9) objectives, established by the institution's internal constituencies, should be reached to achieve the desired short-term improvement level. The objectives include: (1) improving the overall academic reputation of U.T. Arlington, (2) raising the national rankings of selected programs, (3) improving the academic profile of the student body, (4) increasing the retention rates of enrolled students, (5) decreasing the time to graduation for enrolled students, (6) increasing the level of scholarly and creative activity for each college and school, (7) increasing the level of sponsored research, (8) establishing a center of research excellence focused on nanotechnology, and (9) fueling technology-driven economic development. These objectives are related to the following institutional goals: enhancing the quality of U.T. Arlington's research environment, sustaining an ongoing effort to make the salary structure for faculty and staff fully competitive with peer universities, and aggressively promoting the university as a nationally respected university and the best university in the region.

To achieve the first six objectives listed above, the Office of the Provost will continue moving forward with the application process for securing a Phi Beta Kappa chapter. Within the appropriate academic bodies, transfer student admission standards and graduate student admission standards will be reviewed and recommended to the U.T. System for increase. These steps follow upon the recent Board of Regents' approval to increase first-time freshmen admission standards. No additional funds are needed for any of the aforementioned strategies. Enhancement of U.T. Arlington's profile and reputation require financial investment in the University's faculty and recruitment of quality students. Faculty salaries must be reviewed and increases made to move them toward regionally competitive levels. The estimated cost of this endeavor over the next two years is \$3.5 million with funding derived from enrollment and designated tuition increases. An additional investment in faculty members will be accomplished through the establishment of a faculty mentoring program. It is believed that the comradery generated by this program will improve faculty retention and satisfaction. To attract quality students, U.T. Arlington will dedicate \$100,000 of its increased designated tuition funds to recruit and retain national merit scholars, and at the doctoral level, \$195,000 from the enhanced designated tuition financial aid set-aside will be used to fund one-year doctoral dissertation fellowships. Additionally, the University will continue to increase its investment in the Computer Science and Engineering "Top 25 Initiative" by providing \$750K in faculty hires and start up costs for 2004-2005. The source of these funds will be the enhanced designated tuition and funds obtained through University enrollment increases.

It is believed that an increase in sponsored research can be achieved by the implementation of a number of strategies. First, U.T. Arlington has established an Academy of Distinguished Scholars to recognize, reward, and promote research excellence. Inductees will receive a \$2,500 salary increase and special recognition at a university-wide ceremony. The annual cost of the initial inductees will be \$25,000. While young, talented faculty are always attractive, a special effort will be made to hire established, senior-level faculty members in key areas who can bring funding with them to U.T. Arlington. The estimated cost of research productive faculty is \$1.96 million in annual salaries and \$2.53 million in one-time start up costs. These items will be funded from designated tuition increases and academic balance forward funds. It is hoped that an additional \$2.78 million in salary funds and \$3.933 million in start up funds can be provided in 2005-2006 to retain the progress of this crucial strategy. A summary of that hiring plan is provided in Section IV, Item D. To assist these research faculty members, over \$900,000 in increased designated tuition funds will be directed to making graduate assistant stipends more competitive. In addition to these funded items, collaborations across campus and with other institutions will be encouraged with specific assistance provided to faculty seeking large grants and/or congressional earmarks in areas of national need. Ongoing industrial partnerships, such as the recently signed agreement with Vought Aeronautics, will be supported with targeted faculty hires, and new industrial

partnerships will be encouraged where appropriate for the University's mission. The Office of Research will work with each college/school to increase the number of research proposal submissions. \$50,000 will be dedicated to increase the staffing in that unit to carry out this task.

The final two objectives listed above, a nanotechnology research center of excellence and technology-driven economic development, will be supported by seven specific strategies. \$142K in start up costs will be designated for 2004-2005 faculty hiring in nanotechnology related fields. The source of these funds will be increased designated tuition funds and the allocation of balance forward funds. Space for a new Center for Nanostructured Materials will be provided in the new chemistry and physics building, currently under construction on campus. The Office of Research and the Arlington Technology Incubator will be used to encourage the development of large-scale, cross-cutting nanotechnology center research proposals and the facility of technology transfer of intellectual property. The Institute for Nanoscale Science and Engineering Research and Technology (INSERT) will be included as a national demonstration project in Arlington to promote workforce development, and INSERT laboratories will be used for training students interested in nanotechnology. Lastly, a vehicle will be developed to engage the Hispanic population of Texas as a workforce initiative within the Nano-at-the-Border Memorandum of Agreement.

Progress measures for the above objectives and strategies are:

- Number of research proposals submitted for external funding per T/TT faculty member by college/school in AY2005-06 compared to AY2003-2004
- Research expenditures in FY2006 compared to FY2004
- National Council of Graduate Schools rankings of graduate programs in AY2005-06 compared to AY2003-04
- US News rankings of UTA graduate programs in AY2005-06 compared to AY2003-2004
- % of entering freshman in Fall 2005 graduating in top 10% or top high school quartile compared to Fall 2003 cohort
- Mean and median SAT and ACT scores of entering freshman cohort in Fall 2005 compared to Fall 2003
- Number of National Merit Scholars among entering freshman class in Fall 2005 compared to Fall 2003
- Mean undergraduate GPA of entering graduate students in Fall 2005 compared to Fall 2003
- Number of doctoral dissertation fellowships awarded in FY2006 compared to FY2004
- Number of senior level faculty hired in FY2006 compared to FY2004
- Average graduate student stipend by college in FY2006 compared to FY2004

To achieve this Excellence initiative, two related initiatives must be undertaken, i.e., the implementation of a new student information system (SIS) and the maintenance, renewal, and construction of appropriate facilities. U.T. Arlington is at some risk because the existing student records system is largely legacy based. Embedded within the current system are a number of outmoded business processes and a lack of real-time access. A new integrated SIS is related to the institutional goals for a state-of-the-art information technology environment and enhancement of the effectiveness and efficiency of university operations. An evaluation of the available SIS software has been completed, but final approval of the vendor must be addressed. Due to the delay in approval of an SIS vendor, an analysis is underway to determine the requirements for maintaining the legacy system for an additional three-five years. The computer and technology fee has been significantly increased to cover the cost of the project with an annual set aside of \$2.5 million. During a two-year implementation, current estimates for hardware/software total \$10.5 million. Additional personnel costs during this phase could be \$1.5 million. Debt financing will be needed to implement the system on a short-term basis. At this time, a document imaging project is also underway to prepare business processes for a new SIS. Once the SIS vendor is

named, an implementation partner will be hired to help carry out the implementation phase of the project. The cost of this partner is included in the hardware/software estimate.

Progress measures for the above objectives and strategies are:

- The number of disparate systems eliminated as well as the amount of duplicate data and functions decreased by the implementation of a single integrated solution for student application support.
- The special programming eliminated to obtain institutional information by the addition of quick access to raw data, *ad hoc* queries, aggregate data, trends analysis, etc.
- The number of applications moved to e-Culture and self-service applications.

Changes in the academic structure require facility maintenance and renewal, new construction projects, land acquisitions, major facility renovations, and space programming. To achieve this, U.T. Arlington must provide (1) well maintained, safe, code compliant facilities; (2) sufficient space to support enrollment increases and research activities; (3) sufficient land area to build upon; (4) renovated facilities to meet changing space needs; and (5) effective space planning to determine future space needs and adherence to the Campus Master Plan. These objectives are related to the institutional goals for a supportive learning environment that contributes to student success, to enhance the quality of U.T. Arlington's research environment, and to enhance the effectiveness and efficiency of university operations. Six strategies will be undertaken to achieve these objectives. Projects outlined in the THECB MP Reports to address deferred maintenance and the Capital Renewal Model will be completed. \$30 million is needed to address the backlog, and an average of \$6 million is needed to address annual needs. Additional state appropriations have been requested and \$1-2 million of the University's LERR request will be allocated to this endeavor, but beyond that point, no other funds are available at this time. U.T. Arlington will continue working toward completion of the \$20 million in projects outlined in the 2002 Schirmer Report to achieve fire and life safety code requirements. Funding to date has been from PUF bond, auxiliary enterprise fund, and RFS bond proceeds. Additional state appropriations have been requested. Construction of new facilities such as the Chemistry and Physics Building, University Center Cafeteria Addition, KC Hall, Meadow Run Apartments-Phase II, Silver Stone Apartments, and modular buildings to meet immediate space needs will be undertaken. \$90,741,445 is being funded through tuition revenue bond, PUF bond and revenue financing system bond proceeds. Additional property within the approved boundary acquisition area will be acquired. \$9,450,000 is estimated for this endeavor, and with designated tuition being the expected funding source. Space renovations in the Nanofab Teaching and Research Building, Life Sciences Building, and Fine Arts Building will be completed. \$4,400,000 will be needed to complete the projects. Plant fund balances and an allocation from Indirect Cost Recovery funds will be the payment sources. Lastly, \$35,000 in space planning and preliminary programming efforts for the Nedderman Hall Annex and a general academic and classroom building on the main campus will be conducted and paid for from plant fund balances.

The major obstacles for all facilities projects include both needed funding and project schedules. Progress measures for these strategies include:

- The annual update of the Capital Renewal Model.
- Progress reports generated from the Schirmer Report database.
- Construction schedules.
- Comparisons of actual property acquisitions to the Campus Master Plan.
- The facility renovation schedule.

- Office of Facilities Planning and Construction facility condition index.

Visioning and Planning Exercise

U.T. Arlington is at a crossroads. Enrollments have returned to record levels, and the student body is becoming more “traditional”. The university has devoted an increasing number of resources to enhancing its research profile and to securing federal funding. Community interest in the institution is at an all-time high. All of these situations point to the need for a comprehensive visioning and planning exercise. Issues that need to be addressed include: (1) areas and levels of future growth, (2) specification of targeted areas of excellence, (3) the development of resource allocation models and performance metrics, and (4) possible revision of the campus master plan. This exercise is related to the institutional goals for a supportive learning environment that contributes to student success, to enhancement of the quality of the university's research environment, to enhancement of the effectiveness and efficiency of university operations, and to increasing collaboration with health institutions. Three key strategies will be undertaken in support of these objectives. First, the entire campus community will be engaged in a broad-based visioning and planning exercise. When the draft visioning and planning document is complete, it will be shared with members of the Arlington community for input. The final visioning document will be used to building a comprehensive University case to assess donor readiness for a future capital campaign. Progress will be evaluated by conducting a satisfaction survey of the campus community and external constituencies. The survey will be conducted by the U.T. Arlington Institutional Research & Planning Office.

UTA/Fort Worth

UTA/Fort Worth began offering programs to meet the needs of working students and to provide access to students who lack public transportation options in Arlington. Currently, the campus is sharing space with the Automation Robotics and Research Institute (ARRI), teaching a program at Bell Helicopter/Textron, and teaching courses on two Tarrant County College (TCC) campuses. Due to space limitations at the ARRI and TCC locations, and due to security limitations at the Bell Helicopter site (both major obstacles), U.T. Arlington must seek alternatives for its Fort Worth campus. The objectives of this initiative are to increase enrollment at UTA/Fort Worth and to expand academic programs offered through UTA/Fort Worth. These objectives are directly tied to the State Closing the Gaps access goals. Over the next year, UTA/Fort Worth will conduct a study to determine Tarrant County higher education needs outside of Arlington and to determine location possibilities for the programming. U.T. Arlington will include a new building for the Fort Worth campus in its space planning and preliminary programming efforts. Lastly, Fort Worth campus officials will identify temporary space for program expansion.

Progress measures will be:

- SCH generation by UTA/Fort Worth in Fall 2005 as compared to Fall 2003.
- Headcount enrollment at UTA/Fort Worth in Fall 2005 as compared to Fall 2003.
- Number of courses offered through UTA/Fort Worth in Fall 2005 as compared to Fall 2003.

II. B. Major Long-Term Priorities and Initiatives

On a longer term basis, U.T. Arlington plans to continue its excellence initiative accompanied by further facilities and information technology upgrades. The campus will take its nanotechnology objectives to another level with the establishment of a Biotech Research Program. By this time, the university also expects to be in a position to greatly enhance its development efforts. The institution is still in the process of identifying funding resources for these initiatives.

Excellence Initiative II

The most important long-term initiative U.T. Arlington can undertake is to continue to enhance its academic profile and overall reputation, strengthen its research programs, and establish centers of research excellence. The objectives identified within the Excellence Initiative I apply on both short- and long-term bases as they constitute the heart of the institution. It is expected that, in the long term, the establishment of new centers of research excellence will move beyond nanotechnology to emerging areas on the cusp of scientific, engineering, and academic exploration. In the long-term, as in the short-term, these excellence goals relate to the following institutional goals: enhancing the quality of U.T. Arlington's research environment, sustaining an ongoing effort to make the salary structure for faculty and staff fully competitive with peer universities, and aggressively promoting the university as a nationally respected university and the best in the region. Six strategies will be implemented to meet the objectives: (1) an increase in funds will be needed for the purchase and renewal of research equipment; (2) a new research magazine will be published showcasing the University's research activities; (3) a systematic review and improvement of center, laboratories, and libraries will commence; (4) funds to improve faculty salaries will be identified and awarded; (5) faculty teaching workloads will be evaluated and restructured where appropriate; and (6) endowed professorships will be created and filled in targeted areas of excellence.

Identified progress measures include:

- Number of research proposals submitted for external funding per T/TT faculty member by college/school in AY2008-09 compared to AY2003-2004 and AY2005-06
- Research expenditures in FY2009 compared to FY2004 and FY2006
- National Council of Graduate Schools rankings of graduate programs in 2008-09 compared to AY2003-04 and AY2005-06
- US News rankings of UTA graduate programs in AY2008-09 compared to AY2003-2004 and AY2005-06
- % of entering freshman in Fall 2008 graduating in top 10% or top high school quartile compared to Fall 2003 and Fall 2005 cohorts
- Mean and median SAT and ACT scores of entering freshman cohort in Fall 2008 compared to Fall 2003 and Fall 2005 cohorts
- Number of National Merit Scholars among entering freshman class in Fall 2008 compared to Fall 2003 and Fall 2005
- Mean undergraduate GPA of entering graduate students in Fall 2008 compared to Fall 2003 and Fall 2005
- One-year retention rate of full-time freshman cohort entering in Fall 2008 compared to Fall 2003 and Fall 2005
- Four-, five- and six-year graduation rates of full-time freshman cohorts entering in Fall 2004 and Fall 2005 compared to Fall 2002 and Fall 2003
- Two-, three- and four-year graduation rates of full-time transfer students entering with more than 60 hours in Fall 2004 and Fall 2005 compared to Fall 2002 and Fall 2003
- Number of endowed professorships and percent filled in FY2009 compared to FY2006 and FY2004
- Average faculty salary by discipline as a percentage of appropriate comparison group in FY2009 compared to FY2004 and FY2006

Related facility and information technology infrastructure changes will be required as part of the drive for Excellence. In addition to the five objectives described under the Excellence I Facilities Initiative, a sixth objective will be to expand the pervasiveness of infrastructure technologies to anytime/anywhere access. These objectives relate to the enhancement of four institutional priorities, i.e., a supportive learning environment that contributes to student success, the quality of UTA's research environment, support for a state-of-the-art information technology environment, and the effectiveness and efficiency of university operations. Finally, these Facility Planning goals and objectives are related to the following Institutional, System and/or State strategies: (1) "Closing the Gaps" – New buildings will provide additional space allowing more students to attend UTA (Participation); (2) "Closing the Gaps" - New and renovated science and research buildings / space will enhance the university's ability to recruit faculty and compete successfully for research funding (Excellence); (3) "Closing the Gaps" – Integration of technology into instruction (Success); and (4) Deferred Maintenance to Building Replacement Cost Value (<5%) – Well maintained, safe, and code compliant facilities will allow the university to stay below, or in compliance with this ratio.

Numerous strategies will be undertaken to meet these objectives and support the academic enterprise:

- Projects outlined in the THECB Master Plan reports to effectively address deferred maintenance, as well as the projects in the Capital Renewal Model will be completed.
- Continued progress will be made toward the completion of all projects outlined in the Schirmer Report to achieve compliance with fire and life safety code requirements for existing facilities.
- Construction will commence on the following new buildings to address immediate space needs; Nedderman Hall Annex, UTA/FW Campus (Phase II), General Academic and Classroom Building (main campus), and Meadow Run Apartments (Phase III).
- Additional property will be acquired within the approved boundary acquisition area in accordance with the Campus Master Plan (May 2000).
- Space renovations will be made to Science Hall (after completion of the Chemistry and Physics Building) to meet pressing academic and research space requirements, and in Pickard Hall to meet the expansion needs for the School of Nursing.
- Space planning and preliminary programming efforts for the following: on-campus housing, parking infrastructure, General Academic and Classroom Building (Phase II), and a Student Services Building will be conducted.
- A task force with broad campus and community participation will be formulated, and then the Campus Master Plan will be updated.
- Expansion and upgrades to the IT infrastructure, specifically network, servers and storage systems, and network and security services, will be required. The budget for funds collected from the computer and technology fee will be planned to maximize IT infrastructure development.
- A campus wireless infrastructure connected to the campus backbone wired network will be built.
- A campus technology refresh plan will be completed and implemented.
- The project to upgrade network switches from 3Com to Cisco will be completed permitting a full 1 gigabit backbone network with attendant full use of network control software.
- A vulnerability analysis will be completed and actions taken to secure the infrastructure. These actions include the hiring of additional IT security personnel, implementation of a campus-wide firewall system, takeover of the College of Engineering network, and other related security measures.
- A full-scale disaster recovery plan will be implemented.

Progress measures would be similar to those in the short-term priorities section above.

Biotech Research Program

The twenty-first century will be known as the century of explosive progress in the life sciences. Furthermore, the life sciences arena holds the largest potential for increased funding at the university. Coupled with the notion of convergence in nanotechnology, biotechnology, information technology, and cognitive research, UTA has formed a Converging Biotechnology Center (CBC). The center engages approximately 25 faculty members in engineering and science and exists to foster development of cross-disciplinary research areas that require contributions from several units. Three major areas of emphasis include: (1) the related areas of bioinformatics, genomics, (2) biocomplexity, computational biology and biostatistics; and (3) biomedical device, tissue engineering, imaging and sensor development. To achieve this initiative, U.T. Arlington will leverage crosscutting university resources and activities with local government and business to increase federal funding of research and the stature of its biotechnology research. Institutional goals related to this priority are enhancement of the quality of the research environment and aggressive promotion of U.T. Arlington as a national respected university and the best in the region. Specific strategies related to this endeavor will include: (1) focused faculty hiring in biotechnology related fields with appropriate startup funding; (2) targeted seed funding of new biotechnology proposals; (3) continued infrastructure development with an anticipated federal earmark for the CBC under consideration by Congress; (4) large-scale, crosscutting biotechnology center proposals; (5) technology transfer of intellectual property into the Arlington Technology Incubator (ATI) will be encouraged and facilitated; (6) training for students interested in biotechnology; (7) development of interdisciplinary degree programs in genomics and bioinformatics; (8) Convergence of the nanoscience, MEMs, biomedical product and sensor design efforts and genomics (gene chips etc) to create a nanobio program; and (9) collaboration with U. T. Southwestern Medical Center and U.T. Dallas to partner on research.

Progress measures could include:

- Number of proposals submitted by CBC faculty during AY2008-09
- External research funding for CBC during FY2009
- % of square footage in Life Science renovated by the end of FY2009
- Number of collaborative projects with U.T. Southwestern

Development Initiative

U.T. Arlington is currently reviewing the structure of its development unit. Once the office is reorganized and new leadership has been settled development efforts will be aligned with the university's vision identified in the short-term priorities listed above. This alignment and the related efforts is expected to increase the contribution to the university budget for programmatic and capital needs derived from private external sources through operational support and increased endowment income. It is essential that external resources are garnered in order to aggressively promote UTA as a nationally respected university and the best university in the region. Specifically, the Office of Development will (1) expand and empower the network of university friends and advocates to carry UTA's established branding message and garner critical external support; (2) build relationships with more donor prospects/donors through a systematic, consistent and expanded major gifts initiative; (3) complete feasibility studies initiated in the short-term; evaluate results to determine campaign readiness; (4) refine the university case statement based on results of assessments; (5) leverage greater alumni support through increased percentage of giving through the Annual Fund; (6) launch a comprehensive university capital campaign; (7) increase the percentage of alumni who give through the alumni fund; and (8) reorganize development infrastructure to provide a dedicated development officer to major academic units.

Progress measures may include:

- % alumni who hold membership in Alumni Association in FY2009 compared to FY2004
- % alumni donating to UTA in FY2009 compared to FY2004
- Donor support (\$\$) in FY2009 compared to FY2003

III. Future Initiatives of High Importance

The highest priority in the short-term, intermediate, and long-term is continuance of the Excellence Initiative and accompanying upgrades in facilities and technology infrastructure. For U.T. Arlington to advance in stature, it must continue to enhance its academic profile and overall reputation, strengthen research programs, and establish additional centers of research excellence. To meet this priority, objectives will be similar to the aforementioned items but will be updated for emerging areas and technologies as resources allow. At this time, it is anticipated that the following institutional, System, and state goals will remain unchanged:

- Enhancing of the quality of U.T. Arlington's research environment,
- Sustaining an ongoing effort to make the salary structure for faculty and staff competitive with peer institutions,
- Aggressive promotion of the university as a national respected university and the best in the region,
- A commitment to a supportive learning environment that contributes to student success,
- Enhancing the effectiveness and efficiency of university operations.,
- "Closing the Gaps", and
- a Deferred Maintenance to Building Replacement Cost Value (<5%).

As such, specific strategies will also be similar to those outlined in the short-term and intermediate term sections above. To measure the outcomes of these actions, the following comparisons could be made:

- Number of research proposals submitted for external funding per T/TT faculty member by college/school in AY2013-14 compared to AY2008-09
- Research expenditures in FY2014 compared to FY2009
- National Council of Graduate Schools rankings of graduate programs in AY2013-14 compared to AY2008-09
- US News rankings of UTA graduate programs in AY2013-14 compared to AY2008-09
- % entering freshman in Fall 2013 graduating in top 10% or top high school quartile compared to Fall 2008 cohort
- Mean and median SAT and ACT scores of entering freshman cohort in Fall 2013 compared to Fall 2008 cohort
- Number of National Merit Scholars among entering freshman class in Fall 2013 compared to Fall 2008
- Mean undergraduate GPA of entering graduate students in Fall 2013 compared to Fall 2008
- One-year retention rate of full-time freshman cohort entering in Fall 2013 compared to Fall 2008 cohort
- Four-, five- and six-year graduation rates of full-time freshman cohorts entering in Fall 2009 and Fall 2010 compared to Fall 2005 and Fall 2006
- Two-, three- and four-year graduation rates of full-time transfer students entering with more than 60 hours in Fall 2009 and Fall 2010 compared to Fall 2005 and Fall 2006
- Number of endowed professorships and percent filled in FY2014 compared to FY2009
- Average faculty salary by discipline as a percentage of appropriate comparison group in FY2014 compared to FY2009
- Average weekly hours of classroom and class lab use in Fall 2013 compared to Fall 2008
- Assignable square feet per FTE student in Fall 2013 compared to Fall 2008
- Facilities condition index in AY2013-14 compared to AY 2008-09
- Percent of square footage in designated buildings that has been renovated by the end of FY2009
- Land area of the university by the end of FY2009 compared to FY2004 and FY2006

IV. Other Critical Issues Related to Institution Priorities

A. Impact of Initiatives

The essence of a number of the excellence strategies is to gradually change the shape of U.T. Arlington's student profile. The intent is not to eliminate growth, only to slow it in selected areas. The exponential growth experienced in the past few years has caused some structural issues in a few units so future growth must be managed in a way that program quality does not suffer. Changes in admission standards have been carefully analyzed and set to avoid undesired impacts on diversity improvements. It is expected that the recent and future changes in standards will improve the student profiles of all students.

B. Unexpected Opportunities or Crises

There are two financial situations that could present great hardship to U.T. Arlington. First, the University stands to lose several million dollars if the changes in formula funding adopted by the Coordinating Board withstand voting during the coming legislative session. Secondly, if there is a reversal or change in the tuition deregulation process, the University will lose a material portion of its ability to be competitive with other institutions. This year, the University has made strides in hiring well-funded faculty researchers. These quality additions are critical to advancement of the excellence initiatives. Any budget reductions could jeopardize progress on the made thus far and severely impede future enhancement of the University's academic profile and research endeavors.

D. New Faculty Positions Supported by Revenue from Tuition Increase

Planned Faculty Hiring for 2004-2005

Designated tuition funds have been used to provide new positions and to provide incremental funds for replacement hires when the salary from the budget line was insufficient under current market conditions.

| | |
|--|----------|
| Architecture and Landscape Architecture | 2 |
| Business | |
| Accounting | 2 |
| Finance and Real Estate | 2 |
| Management | 3 |
| Marketing | 2 |
| Education | |
| Curriculum and Instruction | 3 |
| Educational Leadership | 1 |
| Kinesiology | 2 |
| Engineering | |
| Biomedical Engineering | 1 |
| Civil and Environmental Engineering | 2 |
| Computer Science Engineering | 3 |
| Electrical Engineering | 3 |
| Industrial Engineering | 1 |
| Mechanical and Aerospace Engineering | 2 |
| Materials Science Engineering | 1 |
| Liberal Arts | |
| Criminal Justice and Criminology | 2 |
| English | 5 |
| History | 1 |
| Linguistics | 1 |

| | |
|---|---|
| Modern Languages | 1 |
| Sociology | 1 |
| Theatre Arts | 1 |
| Nursing (Hiring in this unit supported by Dramatic Growth Funds) | |
| Science | |
| Chemistry | 1 |
| Geology | 1 |
| Physics | 2 |
| Psychology | 1 |
| Social Work | 2 |
| Urban and Public Affairs | 4 |

Anticipated Faculty Hiring for 2005-2006

This plan is contingent upon sufficient growth in fall student enrollment and designated tuition revenue.

Approximately one-half of the positions are expansion hires. The remainder are replacement positions which require incremental funds to bring the hiring salary toward market level.

| | |
|--------------------------|----|
| Architecture | 2 |
| Business | 6 |
| Education | 3 |
| Engineering | 15 |
| Liberal Arts | 17 |
| Nursing | 1 |
| Science | 15 |
| Social Work | 1 |
| Urban and Public Affairs | 2 |

V. System and State Priorities

System and state priorities are addressed in Sections II through IV of the Compact.

VI. Compact Development Process

Interim President Charles Sorber began the compact development process by holding a series of meetings with executive level administrators and requesting ideas for the compact. Substantial discourse occurred as ideas were clarified and defined. Once a primary set of ideas was established, information was shared with the academic deans and received extensive feedback from the group. A preliminary draft of the compact document was then shared with both the Faculty Senate and student leadership who provided feedback. All ideas were then compiled and passed on to President Spaniolo for his review and refinement. This draft incorporates input from all of the interested parties.

VII. System Contributions

- Support for expansion of collaborations (Academic Affairs, Health Affairs)
- Support for expansion of community and state support (Governmental Relations)
- Support for capital expansion and improvements (Facilities Planning and Construction)
- Support for development efforts (External Relations)

Appendices

Budget Summary

**The University of Texas at Arlington
Operating Budget
Fiscal Year Ending August 31, 2004**

| | FY 2003 Adjusted Budget | FY 2004 Operating Budget | Budget Increases (Decreases) From 2003 to 2004 | |
|--|-------------------------------|--------------------------------|---|---------------|
| | | | Amount | Percent |
| Operating Revenues: | | | | |
| Tuition and Fees | \$ 90,095,803 | 103,069,178 | 12,973,375 | 14.4% |
| Federal Sponsored Programs | 23,720,448 | 25,903,564 | 2,183,116 | 9.2% |
| State Sponsored Programs | 6,022,314 | 5,540,327 | (481,987) | -8.0% |
| Local and Private Sponsored Programs | 3,424,299 | 4,198,514 | 774,215 | 22.6% |
| Net Sales and Services of Educational Activities | 6,076,408 | 6,444,777 | 368,369 | 6.1% |
| Net Sales and Services of Hospital and Clinics | - | - | - | - |
| Net Professional Fees | - | - | - | - |
| Net Auxiliary Enterprises | 13,249,661 | 15,884,522 | 2,634,861 | 19.9% |
| Other Operating Revenues | 7,244,608 | 6,160,452 | (1,084,156) | -15.0% |
| Total Operating Revenues | <u>149,833,541</u> | <u>167,201,334</u> | <u>17,367,793</u> | <u>11.6%</u> |
| Operating Expenses: | | | | |
| Instruction | 73,250,516 | 78,925,192 | 5,674,676 | 7.7% |
| Academic Support | 22,401,822 | 20,522,312 | (1,879,510) | -8.4% |
| Research | 34,108,025 | 31,917,886 | (2,190,139) | -6.4% |
| Public Service | 4,253,143 | 3,809,379 | (443,764) | -10.4% |
| Hospitals and Clinics | - | - | - | - |
| Institutional Support | 49,571,490 | 57,324,093 | 7,752,603 | 15.6% |
| Student Services | 12,228,918 | 8,692,483 | (3,536,435) | -28.9% |
| Operations and Maintenance of Plant | 15,096,378 | 14,561,671 | (534,707) | -3.5% |
| Scholarships and Fellowships | 9,941,339 | 9,983,638 | 42,299 | 0.4% |
| Auxiliary Enterprises | 22,878,977 | 26,015,350 | 3,136,373 | 13.7% |
| Total Operating Expenses | <u>243,730,608</u> | <u>251,752,004</u> | <u>8,021,396</u> | <u>3.3%</u> |
| Operating Surplus/Deficit | <u>(93,897,067)</u> | <u>(84,550,670)</u> | <u>9,346,397</u> | <u>-10.0%</u> |
| Nonoperating Revenues (Expenses): | | | | |
| State Appropriations & HEAF | 106,298,173 | 96,223,840 | (10,074,333) | -9.5% |
| Gifts in Support of Operations | 1,617,692 | 221,432 | (1,396,260) | -86.3% |
| Net Investment Income | 2,301,012 | 3,038,527 | 737,515 | 32.1% |
| Other Non-Operating Revenue | - | - | - | - |
| Other Non-Operating (Expenses) | - | - | - | - |
| Net Non-Operating Revenue/(Expenses) | <u>110,216,877</u> | <u>99,483,799</u> | <u>(10,733,078)</u> | <u>-9.7%</u> |
| Transfers and Other: | | | | |
| Transfers From Endowments | - | - | - | - |
| Transfers (To) Endowments | - | - | - | - |
| AUF Transfers Received | - | - | - | - |
| AUF Transfers (Made) | - | - | - | - |
| Transfers From (To) Unexpended Plant | - | 300,000 | 300,000 | - |
| Transfers for Debt Service | (12,305,341) | (14,945,449) | (2,640,108) | 21.5% |
| Other Additions and Transfers | 7,608,833 | 7,991,487 | 382,654 | 5.0% |
| Other Deductions and Transfers | (9,979,833) | (7,741,956) | 2,237,877 | -22.4% |
| Total Transfers and Other | <u>(14,676,341)</u> | <u>(14,395,918)</u> | <u>280,423</u> | <u>-1.9%</u> |
| Surplus/(Deficit) | <u>\$ 1,643,469</u> | <u>537,211</u> | <u>(1,106,258)</u> | <u>-67.3%</u> |
| Total Revenues | \$ 260,050,418 | 266,685,133 | 6,634,715 | 2.6% |
| Total Expenses and Debt Service Transfers | (256,035,949) | (266,697,453) | (10,661,504) | 4.2% |
| Surplus (Deficit) | \$ 4,014,469 | (12,320) | (4,026,789) | |

Statistical Profile

| Arlington | | | | | |
|-------------------------------------|-----------------------|-------------|-------------|-------------|--------------|
| | 1999 | 2000 | 2001 | 2002 | 2003 |
| Undergraduate headcount | 15,266 | 15,449 | 16,330 | 17,649 | |
| Graduate and professional headcount | 3,883 | 4,975 | 4,850 | 6,172 | |
| Total enrollment | 19149 | 20424 | 21180 | 23821 | |
| | year of matriculation | | | | |
| | 1998 | 1999 | 2000 | | |
| 1st year persistence | 65.8% | 65.9% | 68.0% | | |
| | year of matriculation | | | | |
| | 1995 | 1996 | 1997 | 1998 | |
| 4-year graduation rate | 9.6% | 13.2% | 12.7% | 12.3% | |
| 5-year graduation rate | 22.4% | 29.3% | 30.6% | | |
| 6-year graduation rate | 30.6% | 36.4% | | | |
| | 1999 | 2000 | 2001 | 2002 | |
| Baccalaurate degrees granted | 2,892 | 2,813 | 2,798 | 2,892 | |
| Master's degrees granted | 1,071 | 975 | 1,087 | 1,069 | |
| Doctorate degrees granted | 84 | 78 | 87 | 72 | |
| | 1999 | 2000 | 2001 | 2002 | 2003 |
| Faculty fall headcount | 1,180 | 1,192 | 1,216 | 1,255 | |
| Classified staff | 1,485 | 1,424 | 1,251 | 1,249 | 1,273 |
| Non-classified staff | 1,970 | 2,067 | 1,990 | 2,012 | 2,247 |
| | | | | | |
| FTE student/FTE faculty ratio | 19 to 1 | 19 to 1 | 20 to 1 | 20 to 1 | 22 to 1 |
| | 1999 | 2000 | 2001 | 2002 | 2003 |
| Federal Research Expenditures | \$6,289,004 | \$5,242,897 | \$9,224,210 | \$7,923,657 | \$7,993,576 |
| | | | | | |
| Revenue/FTE student | \$11 | \$11 | \$12 | \$12 | \$10 |
| Endowment total value | \$29,822,000 | | | | \$34,735,000 |