The University of Texas at Arlington

Compact with The University of Texas System
FY 2006 through FY 2007

I. Introduction

The University of Texas at Arlington is a Carnegie Doctoral Research 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 92 baccalaureate, 76 master's, and 35 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.

As an emerging major research university within The UT System, the institution serves over 25,000 students, including more than 6,000 graduate students. Presently, as in the past, the primary student base is the Dallas-Fort Worth-Arlington area and surrounding regions. In fall 2004, 10,651 (42.1%) students listed Tarrant County as their county of origin and 5,014 (19.8%) 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 UT Arlington as transfers, many with 60 or more hours already completed. The average age of students in fall 2004 was 26, and 34.5% attended the University on a part-time basis. According to the 2004 Student Survey, 73% of UT Arlington students hold jobs with 43% working more than 20 hours per week. 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 1,985 in fall 2004. These students have an average age of 18, almost all attend full-time, and approximately 41% live in campus residence halls or apartments. Ethnic enrollment illustrates the diversity of the UT Arlington population. In fall 2004, the overall student body was 12.2% African American, 11.7% Hispanic, 9.6% Asian, 0.6% Native American, and 11.9% International. It is estimated that the Hispanic student population will be UT Arlington's fastest growing student segment in the coming decades.

The University of Texas at Arlington is the second largest employer in the City of Arlington, utilizing over 4,900 persons in a variety of teaching and non-teaching positions. In fall 2004, there were 1,081 instructional faculty (not including graduate teaching assistants), 758 of whom were full-time, and 551 of whom were tenured or on tenure track (T/TT). 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 $22 million in FY2004.

With an annual budget of $310 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 Dallas/Fort Worth region. At present, the University owns about 400 acres of land in central Arlington, and 15 acres in Fort Worth. The UTA/Fort Worth Education Center 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 significant hiring of new research faculty and improvement in supporting systems and facilities, (2) a long-range visioning and planning exercise, and (3) expansion of the UTA/Fort Worth Education Center programming and enrollment.

Excellence Initiative I

In order for UT 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, increase and 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 UT 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, (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 UT 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 comprehensive 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 (PBK) chapter.

> **UPDATE**: An application was submitted requesting a site visit and consideration for a PBK chapter. The request was denied and constructive feedback was supplied regarding steps that must be taken prior to a successful application. Key steps are (1) improved graduation rates and (2) instituting a foreign language requirement across all fields. We will strive to accomplish the former and are taking many steps to ensure progress. The latter, however, is problematic given our mix of programs (e.g., engineering and various professional programs with accreditation-mandated, intensive credit hour requirements in the discipline). Given this we do not intend to pursue a PBK chapter in the near term.

Within the appropriate academic bodies, transfer student admission standards and graduate student admission standards will be reviewed and recommended to the UT System for increase. These steps follow upon the recent Board of Regents' approval to increase first-time freshmen admission standards.

> **UPDATE:** New transfer admission standards have been approved and will be implemented for Fall 05. Graduate admission standards are being reviewed on a program by program basis.

Enhancement of UT 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 camaraderie generated by this program will improve faculty retention and satisfaction.

> **UPDATE**: A comprehensive salary review has been completed. UTA faculty salaries have been compared by discipline and faculty rank to all Doctoral Extensive institutions as well as peer institutions identified in the UT System Accountability Report. Limitations on tuition changes have restricted funds available for salary increases. A 3% merit pool will be provided for faculty salary increases effective September 2005. The faculty mentoring program was established, and 32 new faculty were matched with mentors.

To attract quality students, UT Arlington will dedicate $100,000 of its increased designated tuition funds to recruit and retain national merit scholars. To enhance doctoral level enrollments, $195,000 from the enhanced designated tuition financial aid set-aside will be used to fund one-year doctoral dissertation fellowships, and an additional $300,000 will be used for Ph.D. engineering and science student fellowships to offset designated tuition and fees. Additionally, the University will continue to increase its investment in the Computer Science and Engineering "Top 25 Initiative" by providing $750,000 in faculty

hires and start up costs for 2004-2005. The source of these funds will be the enhanced designated tuition.

UPDATE: These funds were made available as indicated.

It is believed that an increase in sponsored research can be achieved by the implementation of a number of strategies. First, UT Arlington has established an Academy of Distinguished Scholars to recognize, reward, and promote research excellence. Inductees receive a $2,500 salary increase and recognition at a university-wide ceremony. The annual cost of the initial inductees will be $25,000.

A special effort will be made to hire established, senior-level faculty members who can bring funding and recognition to UT Arlington in key areas. The estimated cost of adding these senior research productive faculty is $1.9 million in annual salaries and $2.5 million in one-time start up costs. These items will be funded from designated tuition increases and academic "balance forward" funds. It is expected that an additional $2.7 million in salary funds and $3.9 million in start up funds can be provided in 2005-2006 to retain the progress of this crucial strategy.

UPDATE: Faculty hires were completed as described. Twenty-six new faculty have been hired, and searches are still underway for several replacement faculty.

To further 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, the MOU with Sandia National Laboratories, and the Metroplex Medical Imaging initiative will be supported with targeted faculty hires, and new industrial partnerships will be fostered where appropriate for the University's mission. UTA's Grants and Contracts Office will work with each college/school to increase the number of research proposal submissions. An estimated $65,000 will be dedicated to increase the staffing in that unit to carry out this task.

UPDATE: Funds were added to the Office of Research, and a new Director of Research Compliance was hired. Small seed grants have been provided to encourage faculty collaborations with researchers at The University of Texas Southwestern Medical Center at Dallas (UTSW), The University of Texas at Dallas (UTD), Rice University, The University of Texas at Austin, and University of North Texas Health Science Center (UNTHSC).

The final two objectives listed above, a nanotechnology research center of excellence and technology-driven economic development will be supported by six specific strategies. Over $1 million will be spent on improvements to the NanoFAB center to accommodate new faculty hires and new instrumentation. 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, and expected to be completed in early 2006. The Grants and Contracts Office and the Arlington Technology Incubator will encourage the development of large-scale, cross-cutting nanotechnology center research proposals and facilitate 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.

UPDATE: NanoFAB facilities renovations were completed in AY 20040-05, and supporting faculty hires were made.

Progress measures for the above objectives and strategies are:

Progress Measure	Report
The number of graduate programs ranked in the top 50 by US News & World Report in AY2006-07 compared to AY2004-05	In 2004, the School of Urban and Public Affairs ranked 26th in the specialty category of City Management and Policy Administration and the School of Social Work ranked 33rd among graduate social work programs.
% of entering degree-seeking freshman in Fall 2005 who ranked in the top 10% of their high school class, compared to % in the Fall 2003 cohort	Fall 02: 15.5% Fall 03: 15.5% Fall 04: 19.6%
% of entering degree-seeking freshman in Fall 2005 who ranked in the top quartile of their high school class, compared to the % in the Fall 2003 cohort	Fall 02: 42.4% Fall 03: 48.6% Fall 04: 58.4%
Mean SAT scores of entering freshman cohort in Fall 2005 compared to Fall 2003	Fall 02: 1046 Fall 03: 1081 Fall 04: 1077
Number of National Merit Scholars enrolled at UTA in Fall 2005 compared to Fall 2003	Fall 02: 2 (2 new) Fall 03: 7 (5 new) Fall 04: 9 (3 new)
Funds awarded for graduate assistantships in FY2006 compared to FY2004	FY02: $7,744,051 FY03: $9,621,643 FY04: $10,329,011
One-year retention rate for first-time full-time degree seeking freshmen entering in Fall 2004 compared to the Fall 2002 cohort	Entered Fall 02, retained in Fall 03: 70.4% Entered Fall 03, retained in Fall 04: 68.8%
Median time to degree for bachelor's recipients in AY2004-05 who started at UTA as first-time freshmen, compared to those who graduated in AY2002-03	AY02-03 bachelor's recipients: 16.0 semesters AY03-04 bachelor's recipients: 14.0 semesters (Note: Based on 3 semesters per academic year.)
Number of tuition fellowships awarded to PhD track students in FY2007 compared to FY2005	N/A – Program to begin in Fall 05
Number and percent of FTE tenured/tenure-track faculty holding extramural grants in FY2006 compared to FY2004	FY02: 114 or 24% FY03: 108 or 22% FY04: 133 or 27%
Total research expenditures in FY2006 compared to FY2004	FY02: $21,072,961 FY03: $23,314,937 FY04: $22,417,131
Research expenditures by funding source in FY2006 compared to FY2004	FY04: Federal = $11,093,256; State = $7,935,643; Private = $3,290,228; Local = $98,003
Total federal research expenditures in FY2006 compared to FY2004	FY02: $7,923,657 FY03: $7,993,576 FY04: $11,093,256
Number of funded research projects at or above the level of $1 million per year in FY2006 compared to FY2004	FY02: 4 FY03: 4 FY04: 5
Number of patents filed in FY2006 compared to FY2004	FY02: 5 FY03: 11 FY04: 9
Number of PhD track students enrolled in Fall 2005 compared to Fall 2003	Fall 02: 668 Fall 03: 820 Fall 04: 859
PhD track students as percentage of total graduate student population in Fall 2005 compared to Fall 2003	Fall 02: 10.8% Fall 03: 13.4% Fall 04: 13.9%
Number of PhD degrees awarded in FY2006 compared to FY2004	AY01-02: 71 AY02-03: 62 AY03-04: 75

To achieve this Excellence Initiative, two related initiatives have been undertaken, i.e., the implementation of a new student information system (SIS) and the maintenance, renewal, and construction of appropriate facilities. UT 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. 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.

> **UPDATE**: The People Soft Student Information System conversion was launched. An oversight committee was constituted, a charter was developed, and a risk analysis was conducted. Orientation and "fit gap" sessions were conducted and a co-location site was secured for the project team in January 2005.

The progress measure for the implementation of the SIS is:

Progress Measure	Report
Ratings received on the four QA reports to be compiled by Cedar over the life of the project	The first QA Report, completed in March 2005, found the project to be on time and under budget, and showed an overall rating of "Excellent"

Changes in the academic structure require facility maintenance and renewal, new construction projects, land acquisitions, major facility renovations, and space programming. To achieve this, UT 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 UT 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. $19 million is needed to address the backlog, and an average of $5-6 million is needed to address annual capital renewal 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. UT 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 the PUF, auxiliary enterprise fund balances, and RFS bond proceeds. Additional state appropriations have been requested. Construction of new facilities to include the Chemistry and Physics Building, the Studio Arts Center, University Center Cafeteria Addition, and KC Hall have been completed. Meadow Run Apartments-Phase II will be completed in July 2005, and the Chemistry and Physics Building will be completed in November 2005. $81,804,445 is being funded through tuition revenue bonds, PUF bonds and revenue financing system bond proceeds. Additional property within the approved boundary acquisition area will be acquired over the next several years. $9,450,000 is estimated for this endeavor, to be funded with designated tuition, unexpended plant funds balances, and auxiliary enterprise balances. Space renovations in the NanoFAB Teaching and Research Building, Life Sciences Building, and Fine Arts Building will be completed in FY 2005. $3.3 million has been allocated to complete the projects. Excellence funds, plant fund balances and an allocation from Indirect Cost Recovery funds were the payment sources. Lastly, $35,000 in space planning and preliminary programming efforts for the Engineering Research Building to be constructed on the main campus has been accomplished and paid for from plant fund balances.

> **UPDATE**: The Engineering Research Building received an "Excellent" rating from the Texas Higher Education Coordinating Board for Tuition Revenue Bond consideration, and is currently on the "special consideration" list with the Legislature.

Funding is the major obstacle for all facility projects. Progress measures for these strategies include:

Progress Measure	Report
Accumulated deferred maintenance (ADM) less than 5% of total for Building Replacement Cost as measured annually	In FY04, ADM of $19,127,000 was 4.35% of Building Replacement Cost ($439,251,631)
Completion of scheduled life safety, fire and security code compliant projects to be documented by annual progress reports generated from the Schirmer Report database	To date, 849 of the 1,485 items listed in the 2002 Schirmer Report have been completed at an estimated cost of $7.4 million
Maintaining construction schedules as documented by comparing the schedules to the Capital Improvement Plan	In FY04, all projects were completed as scheduled in the Capital Improvement Plan
Adherence to the facility renovation schedule as documented by the Annual Report	In FY04, 109 renovation projects were completed as scheduled at an approximate cost of $48,000,000
Comparison of classroom and lab utilization rates in Fall 2003 to Fall 2006	Classroom – Fall 03: 29.1 Fall 04: 31.8 Lab – Fall 03: 24.5 Fall 04: 22.0
Maintaining an acceptable Facility Condition Index	Not yet available

Visioning and Planning Exercise

UT 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 indicators 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 and results in a technologically advanced workforce, 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. Four key strategies will be undertaken in support of these objectives. First, the entire campus community has been engaged in a broad-based visioning and planning exercise. Second, when the draft visioning and planning document is complete, it will be shared with members of the Arlington community for input. Third, the final visioning document will be used to build a comprehensive university case to assess donor readiness for a future capital campaign. And fourth, the academic plan which emerges from the planning process will be utilized to update the campus master plan, thus ensuring the physical development of the campus aligns with the university's academic plan.

Progress will be evaluated by timely completion of the following steps:

Progress Measure	Report
Completion of the steps outlined in the planning framework:	
1) President's strategic conversations with various universities (Fall 2004/Spring 2005)	Completed
2) SWOT Analysis conducted by Strategic Planning Committee (January – March 2005)	Completed
3) Deans' Planning Retreat (April 2005)	Completed
4) Draft of goals and objectives for Strategic Plan (May 2005)	In progress
5) Review of draft goals and objectives by campus community (September – October 2005)	
6) Final version of goals and objectives (December 2005)	
7) Responsible parties develop action plans for goals and objectives (Spring 2006)	
8) 8) Final version of UTA Strategic Plan for 2006 – 2010 completed (May 2006)	

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 center is sharing space with the Automation Robotics and Research Institute (ARRI), offering 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), UT Arlington must seek alternatives for its Fort Worth Center. 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. UT Arlington will include new lease space in Fort Worth in its space planning and preliminary programming efforts. This will include approximately 20,000 sf for offices, classrooms, lounges and a library with a delivery date of Spring 2006. Lastly, Fort Worth Center officials will identify temporary space for program expansion.

> **UPDATE**: Two site selection studies were completed. Special item funds have been requested to equip future lease space. A new UTA/Fort Worth interim director was put in place in December 2004. Possible lease space alternatives in downtown Fort Worth have been located and are being assessed for possible Spring 2006 occupancy.

Progress measures will be:

Progress Measure	Report
SCH generation in courses offered through UTA/Fort Worth in Fall 2005 compared to Fall 2003	Fall 03: 2,178 Fall 04: 2,178
Headcount enrollment at UTA/Fort Worth in Fall 2005 compared to Fall 2003	Fall 03: 726 Fall 04: 726
Number of courses offered through UTA/Fort Worth in Fall 2005 compared to Fall 2003	Fall 03: 25 courses in 14 subjects Fall 04: 27 courses in 14 subjects

II. B. Major Long-Term Priorities and Initiatives

On a longer term basis, UT 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 Bioscience and Bioengineering Research Center of Excellence. 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 UT Arlington can undertake is to continue to enhance its academic profile and overall reputation, expand its research programs, and establish centers of research excellence. The objectives identified within the Excellence Initiative I are applicable on a continuing basis because 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. These excellence goals relate to the following institutional goals: enhancing the quality of UT 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. Eight 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; (6) endowed professorships will be created and filled in targeted areas of excellence; (7) additional research

faculty will be hired in targeted areas; and (8) fellowships to offset tuition and fees will be provided for Ph.D. students in science and engineering.

Identified progress measures include:

Progress Measure	Report
The number of graduate programs ranked in the top 50 in AY2006-07 compared to AY2004-05	
One-year retention rate of first-time full-time freshman cohort entering in Fall 2008 compared to Fall 2004 and Fall 2006 cohorts	
Four-, five-, and six-year graduation rates of full-time freshman cohorts entering in Fall 200 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 2007 and Fall 2008 compared to Fall 2002 and Fall 2003	
% of entering freshman in Fall 2008 graduating in top 10% and top high school quartile compared to Fall 2003 cohort	
Mean and median SAT scores of entering freshman cohort in Fall 2008 compared to Fall 2003 and Fall 2005	
Number of National Merit Scholars among entering freshman class in Fall 2008 compared to Fall 2003 and Fall 2005	
Funds awarded for graduate assistantships in FY2009 compared to FY2006 and FY2004	
Number of tuition fellowships awarded to PhD track students in FY2009 compared to FY2007 and FY2005	
Total research expenditures in FY2009 compared to FY2006 and FY2004	
Total federal research expenditures in FY2009 compared to FY2006 and FY2004	
Number of funded research projects at or above the level of $1 million per year in FY2009 compared to FY2006 and FY21004	
Number of patents filed in FY2009 compared to FY2006 and FY2004	
Number of PhD track students enrolled in Fall 2008 compared to Fall 2005 and Fall 2003	
PhD track students as percentage of total graduate student population in Fall 2008 compared to Fall 2005 and Fall 2003	
Number of PhD degrees awarded in FY2009 compared to FY2006 and FY2004	
Number of endowed professorships and percent filled in FY2009 compared to FY2006 and FY2004	

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 information technologies to secure 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, efficiency, and security of university information 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 and Success); (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 (Research and Excellence); and (3) "Closing the Gaps" – Integration of technology into instruction will provide additional tools for the delivery of academic programs (Success). Numerous strategies will be undertaken to meet these objectives and support the academic enterprise:

- Continued progress toward addressing deferred maintenance and capital renewal projects.
- Continued progress toward addressing the projects outlined in the Schirmer Report to achieve compliance with fire and life safety code requirements for existing facilities.
- Secure funding for the construction of the Engineering Research Building and a Bioscience and Bioengineering Building.
- Property acquisitions within the approved boundary acquisition area in accordance with the Campus Master Plan (May 2000) to support the continued growth of the campus.
- Science Hall space renovations (after completion of the Chemistry and Physics Building) to meet pressing academic and research space requirements.
- Update the Campus Master Plan to properly align with the academic plan.
- 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.
- 640 MB/sec or greater connectivity to Internet II or Lambda Rail network.
- 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 plus the following:

Progress Measure	Report
Deferred maintenance to building replacement cost value < 5%	

Bioscience and Bioengineering Research Program

The 21st 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 Bioscience and Bioengineering Center (BBC). 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, UT 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 UT 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 BBC 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, genomics (gene chips etc) and sensor design efforts to create a nanobio program; and (9) collaboration with UT Southwestern Medical Center and UT Dallas to partner on research.

Progress measures could include:

Progress Measure	Report
Number of new faculty members hired into BBC since Fall 2004	
Number of proposals submitted by BBC faculty during AY2008-09	
External research funding for BBC during FY2009	
NIH funding for BBC in FY09 compared to FY06	
% of square footage in Life Science renovated by the end of FY2009	
Number of collaborative projects with UT Southwestern and UTD in related areas in FY09 compared to FY06	

Development Initiative

UT Arlington is currently restructuring its development office. With a new development vice president in place, 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 secure 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 capital 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; and (7) reorganize development infrastructure to provide a dedicated development officer to major academic units.

Progress measures may include:

Progress Measure	Report
% of alumni who hold membership in Alumni Association in FY2009 compared to FY2004	FY03: 3.8% FY04: 4.1%
Donor support ($$) in FY2009 compared to FY2004	FY03: $6,275,607 FY04: $4,728,540
% of alumni donating to UTA in FY2009 compared to FY2004	FY03: 3.2% FY04: 3.4%
Alumni donations ($$)	FY03: $395,107 FY04: $562,340

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 UT Arlington to advance in stature, it must continue to enhance its academic profile and overall reputation, significantly increase its research faculty and 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 UT Arlington's research environment,
- Expanding the research infrastructure on campus,
- 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
- Maintaining and renewing facilities to meet the changing needs of the university.

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:

Progress Measure	Report
Total research expenditures in FY2014 compared to FY2009	
Total federal research expenditures in FY2014 compared to FY2009	
Number of patents filed in FY2014 compared to FY2009	
Number of active funded projects at or above the level of $1 million per year in FY2014 compared to FY2009	
Number of PhD track students enrolled in Fall 2013 compared to Fall 2008	
PhD track students as percentage of graduate student population in Fall 2013 compared to Fall 2008	
Number of PhD degrees awarded in FY2014 compared to FY2009	
Number of tuition fellowships awarded to PhD track students in FY2014 compared to FY2009	
% of entering freshman in Fall 2013 graduating in top 10% or top high school quartile compared to Fall 2008	
Mean and median SAT 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	
Number of graduate programs ranked in the top 50	
One-year retention rate of first-time full-time freshman cohort entering in Fall 2013 compared to Fall 2008	
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 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 AY2008-09	

IV. Other Critical Issues Related to Institution Priorities

A. Impact of Initiatives

The essence of the excellence strategies is to gradually change the shape of UT Arlington's student profile. The intent is not to eliminate growth, rather to slow it and shape 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 ensures enhanced program quality and addresses the research mission of the university. 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 UT 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 current 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 implement its Excellence Initiatives and be competitive with other institutions. 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 made thus far and severely impede future enhancement of the University's academic profile and research endeavors.

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 James Spaniolo who compiled the first complete version of this document.

Late in the Fall Semester 2004 President Spaniolo held a series of "strategic conversations" with faculty, staff, students, and the UTA/Fort Worth Higher Education Center Advisory Board. These conversations, focused on key issues and priorities for UTA, helped inform the development of this version of the Compact. Executive-level administrators provided updates on priorities and initiatives in their areas, which were then incorporated into this document. The Compact update was shared with the Faculty Senate Executive Committee and will be disseminated to the larger faculty and student governance bodies early in the fall.

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)

VIII. Appendices

A. Budget Summary:

The University of Texas at Arlington
Operating Budget
Fiscal Year Ending August 31, 2005

		FY 2004 Adjusted Budget	FY 2005 Operating Budget	Budget Increases (Decreases) From 2004 to 2005 Amount	Percent
Operating Revenues:					
Tuition and Fees	$	106,874,361	135,351,203	28,476,842	26.6%
Federal Sponsored Programs		25,903,564	31,091,693	5,188,129	20.0%
State Sponsored Programs		5,540,327	8,064,247	2,523,920	45.6%
Local and Private Sponsored Programs		4,198,514	4,070,761	(127,753)	-3.0%
Net Sales and Services of Educational Activities		6,444,777	5,605,170	(839,607)	-13.0%
Net Sales and Services of Hospital and Clinics		-	-	-	-
Net Professional Fees		-	-	-	-
Net Auxiliary Enterprises		15,884,522	18,911,418	3,026,896	19.1%
Other Operating Revenues		6,160,452	5,981,296	(179,156)	-2.9%
Total Operating Revenues		171,006,517	209,075,788	38,069,271	22.3%
Operating Expenses:					
Instruction		97,518,847	105,310,009	7,791,162	8.0%
Academic Support		23,405,880	24,733,221	1,327,341	5.7%
Research		33,913,298	42,142,332	8,229,034	24.3%
Public Service		3,941,201	3,741,634	(199,567)	-5.1%
Hospitals and Clinics		-	-	-	-
Institutional Support		32,539,204	38,077,635	5,538,431	17.0%
Student Services		9,846,204	17,137,348	7,291,144	74.1%
Operations and Maintenance of Plant		17,681,253	20,191,228	2,509,975	14.2%
Scholarships and Fellowships		10,695,950	13,676,551	2,980,601	27.9%
Auxiliary Enterprises		26,015,350	29,373,972	3,358,622	12.9%
Total Operating Expenses		255,557,187	294,383,930	38,826,743	15.2%
Operating Surplus/Deficit		(84,550,670)	(85,308,142)	(757,472)	0.9%
Nonoperating Revenues (Expenses):					
State Appropriations & HEAF		96,223,840	96,904,459	680,619	0.7%
Gifts in Support of Operations		221,432	224,915	3,483	1.6%
Net Investment Income		3,038,527	3,115,856	77,329	2.5%
Other Non-Operating Revenue		-	-	-	-
Other Non-Operating (Expenses)		-	-	-	-
Net Non-Operating Revenue/(Expenses)		99,483,799	100,245,230	761,431	0.8%
Transfers and Other:					
AUF Transfers Received		-	-	-	-
AUF Transfers (Made)		-	-	-	-
Transfers From (To) Unexpended Plant		300,000	280,000	(20,000)	-6.7%
Transfers for Debt Service		(14,945,449)	(16,261,425)	(1,315,976)	8.8%
Other Additions and Transfers		7,991,487	12,304,089	4,312,602	54.0%
Other Deductions and Transfers		(7,741,956)	(12,453,598)	(4,711,642)	60.9%
Total Transfers and Other		(14,395,918)	(16,130,934)	(1,735,016)	12.1%
Surplus/(Deficit)	$	537,211	(1,193,846)	(1,731,057)	-322.2%
Total Revenues	$	270,490,316	309,321,018	38,830,702	14.4%
Total Expenses and Debt Service Transfers		(270,502,636)	(310,645,355)	(40,142,719)	14.8%
Surplus (Deficit)	$	(12,320)	(1,324,337)	(1,312,017)	

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

B. Statistical Profile:

UT Arlington

ENROLLMENT *fall*	2000	2001	2002	2003	2004
Undergraduate	15,449	16,330	17,649	18,867	19,114
Graduate	4,975	4,850	6,172	6,112	6,183
Total	20,424	21,180	23,821	24,979	25,297

PERSISTENCE *yr of matriculation*	1998	1999	2000	2001	2002
1st year persistence	65.8%	65.9%	68.0%	65.6%	66.4%

GRADUATION *yr of matriculation*	1995	1996	1997	1998	1999
4-year graduation rate	9.6%	13.2%	12.7%	12.3%	14.5%
5-year graduation rate	22.4%	29.3%	30.6%	29.5%	
6-year graduation rate	30.6%	36.4%	36.8%		

DEGREES AWARDED *academic year*	99-00	00-01	01-02	02-03	03-04
Baccalaureate	2,813	2,798	2,892	3,150	3,280
Master's	975	1,087	1,069	1,366	1,796
Doctorate	78	87	72	62	75

FACULTY / STAFF *fall*	2000	2001	2002	2003	2004
All instructional staff	1,192	1,216	1,255	1,302	1,365
Classified employees	1,057	1,252	1,275	1,254	1,301
Administrative/professional employees	327	968	444	424	446
Student employees	1,521	1,026	1,737	1,724	2,145

STUDENTS/FACULTY *academic year*	99-00	00-01	01-02	02-03	03-04
FTE student / FTE faculty ratio	19 to 1	20 to 1	20 to 1	22 to 1	22 to 1

RESEARCH *fiscal year*	2000	2001	2002	2003	2004
Federal research expenditures	$5,242,897	$9,224,210	$7,923,657	$7,993,576	$11,093,256

REVENUE/STUDENT *fiscal year*	2000	2001	2002	2003	2004
Revenue/FTE student (nearest thousand)	$11,000	$12,000	$12,000	$10,000	$11,000

ENDOWMENT *as of*	8/31/99				8/31/04
Endowment total value	$29,822,000				$38,512,000