

access ♦ continuous improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ co
improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ continuous improve
♦ competitiveness ♦ impact ♦ access ♦ continuous improvement ♦ value-added ♦ competi
access ♦ continuous improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ co
improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ continuous improve
♦ competitiveness ♦ impact ♦ access ♦ continuous improvement ♦ value-added ♦ competi
access ♦ continuous improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ co
improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ continuous improve
♦ competitiveness ♦ impact ♦ access ♦ continuous improvement ♦ value-added ♦ competi
access ♦ continuous improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ co
improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ continuous improve



The University of Texas System Strategic Plan
2006-2015
Executive Summary

access ♦ continuous improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ co
improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ continuous improve
♦ competitiveness ♦ impact ♦ access ♦ continuous improvement ♦ value-added ♦ competi
access ♦ continuous improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ co
improvement ♦ value-added ♦ competitiveness ♦ impact ♦ access ♦ continuous improve



James R. Huffines
Chairman

Dear friends of the UT System:

On behalf of The University of Texas System Board of Regents, I am very pleased to present to you our strategic plan 2006-2015.

The Board of Regents has a critical responsibility to establish a planning framework for the UT System. Its role is to articulate an overall vision for the System as a whole, and to oversee the alignment of this vision with System and institution assets, plans, activities, investments, and results.

Across Texas and the world, we are all working in an environment of accelerating local, national, and global change – in demographics, in our economy, and in education. To position the UT System and its institutions to thrive in this challenging environment, over the past year, we have reassessed our vision for the next 10 years and have developed an integrated strategic framework that will inform our deliberations and decision making.

In May 2005, I charged the Board of Regents' strategic planning task force to move forward from this framework to help us articulate our strategic direction and priorities for the next decade. The task force has consulted widely with higher education experts and community, business, and policy leaders. We have solicited comments and discussed critical issues extensively within the System.

This framework builds on a number of planning tools that the System has developed under Chancellor Yudof's leadership including: comprehensive accountability reports, institutional Compacts, institutional strategic or long-range plans, presidential work plans, the Washington Advisory Group report, the capital planning task force report on *Assessing the Need for Capital Required to Close the Gaps at UT System Academic Institutions*, and our recent study of the economic impact of the UT System. I would like to thank the task force for its efforts over the past year to lead the development of this plan.

This plan reflects projected academic, health care, research, and capital needs and investments, and it is aligned with the state's *Closing the Gaps* goals. Most important, it sets long-term targets and metrics of progress and success in areas critical for the institutions, the System, and the state of Texas. And it calls for annual evaluations of our progress on these plans.

I invite you to read in the following pages about the key initiatives that the UT System will pursue over the next decade in each of the following critical areas:

1. Enhancing student success
2. Increasing research, global competitiveness, and technology transfer
3. Improving health in Texas
4. Enriching society through arts and cultural contributions
5. Improving productivity and efficiency
6. Assuring integrity, accountability, and public trust

With your continuing interest in the UT System, I am confident that we can achieve our goals and increase the value we add for students, citizens, communities, and the state of Texas. Thank you very much for your support of our efforts.

Sincerely,

A handwritten signature in blue ink that reads "James R. Huffines". The signature is written in a cursive, flowing style.

James R. Huffines
Chairman, UT System Board of Regents



Mark G. Yudof
Chancellor

Dear friends and colleagues of the UT System:

With Chairman James Huffines, I am delighted to present to you the strategic plan for The University of Texas System for the period 2006 to 2015. This plan was created through a year-long process involving the Board of Regents, System Administration staff, and the presidents of UT System institutions. Our goal was to develop a forward-thinking, ambitious agenda that guides us through the next decade as we work to meet our profound responsibilities for the educational and economic future of Texas in this era of intense global competition. We believe that this document achieves that goal.

In the course of the planning process, we heard from one outstanding national expert that the characteristic that most distinguishes the UT System from the other great higher education systems is our constant striving to improve. We are never complacent, never willing to rest on our considerable laurels. We know that the UT System is one of the very best public higher education systems in the nation. But, we also know we can always be better—that, in fact, we must be better to do right by Texas, our students, and their families.

As the largest higher education system in Texas, we have more than 185,000 students and a rate of enrollment growth that is about 25% higher than the state average. We have nine academic and six health care campuses, more than 77,500 faculty and staff, and an annual budget of \$9.6 billion. These numbers alone mean that our actions have a profound effect on the future of Texas.

Like most institutions of higher learning, we share national concerns about graduation rates, the affordability of college, and the accountability of higher education institutions. These concerns are exacerbated by heightened awareness of global competitiveness.

In fall 2005, the report of the National Academies, "Rising Above the Gathering Storm," detailed recommendations from a blue ribbon panel for actions that must be taken by the U.S. to meet the growing challenge to America's preeminence in science and technology. It made clear that, unless the United States vastly improves the quality of its mathematics and science education and the productivity of its research and technology transfer, we face serious challenges to both our economic leadership in the world and our standard of living at home.

In his January 2006 State of the Union address, President Bush announced his American Competitiveness Initiative, which aims to strengthen innovation and education in the U.S. by improving mathematics and science education, foreign language studies, and high schools. And many college leaders and national policymakers have begun conversations about the need to compete globally for intellectual capital – not only to strengthen our economy but to ensure our national security.

The State of Texas has developed two initiatives, the Emerging Technology Fund and the Texas Enterprise Fund, both of which are designed to spur the commercialization of new technologies and develop collaborations between business and academia and to attract the very brightest scientists and researchers to our state.

Within the UT System, the goals and initiatives laid out in this plan provide a road map and a framework for measuring our progress in addressing these and other vital challenges. I invite you to read more about our initiatives to improve student graduation rates and learning outcomes, to enhance the graduate and postdoctoral experience, and to expand global activities.

We lay out plans to enhance research, technology transfer, and cross-institution collaborations on key topics like health research, security, energy, and nanotechnology. Over the next ten years, the six health institutions will pursue research, recruitment of high quality health professionals, management efficiencies, and many more initiatives to improve health in Texas.

While our emphasis on science, technology, and health is clear, the plan also emphasizes the importance of enriching society through arts and cultural contributions. Equally important are our initiatives to address revenue enhancement and efficiency strategies to improve productivity. And, the UT System intends to sustain and improve its national leadership in accountability and compliance.

In each of these areas, and more, the UT System will work with the nine universities and six health institutions to pursue specific steps that will help us bring our goals to fruition. We look forward to an exciting decade ahead. With your continued interest and support, I know we will succeed.

Sincerely,

A handwritten signature in black ink that reads "Mark G. Yudof". The signature is written in a cursive, slightly slanted style.

Mark G. Yudof
Chancellor, UT System

Overview

1 Enhancing Student Success

- Improving undergraduate success
- Developing more majors in science, technology, engineering, and mathematics ("STEM")
- Using financial aid strategically
- Managing enrollment strategically
- Improving graduate education and the postdoctoral experience
- Expanding global initiatives

2 Increasing Research, Global Competitiveness, and Technology Transfer

- Helping to keep Texas competitive
- Enhancing research
- Increasing technology transfer
- Developing additional top-tier universities and areas of strength
- Increasing impact on workforce development

3 Improving Health in Texas

- Create new knowledge to improve health by continuing to grow a research enterprise of national and international quality and impact
- Prepare a diverse group of high-quality health professionals to adequately serve the needs of Texas
- Recruit, educate, train and develop outstanding faculty members who will contribute to the increasing body of knowledge and provide excellent teaching and instruction
- Provide the highest quality, state-of-the-art preventative and therapeutic measures for those who seek care
- Facilitate the translation of research discoveries to appropriate applications for the health of all people, including the development of new products, devices, clinical practices, and the continuing education of health professionals
- Manage the health institutions in an efficient, cost-effective manner, which provides net income adequate to maintain quality and invest in new programs
- Achieve growth in philanthropic support to allow more effective fulfillment of the institutions' mission
- Increase public awareness of the mission and contribution of the health institutions and make the expertise of those institutions available for rational and effective public policies
- Encourage and support programs which will assist an increasing number of K-12 and college students to pursue careers in science and health

4 Enriching society through arts and cultural contributions

- Provide opportunities for student participation in the arts on each campus
- Include artistic creativity among the criteria for merit increases, promotions, and tenure, where it is relevant to a faculty member's assignment
- Infuse the arts into each campus's public ceremonies to the extent possible
- Consider adequate venues for the arts along with other capital investments

5 Improving productivity and efficiency

- Addressing financial issues
 - Strategies to be implemented by the UT System Administration: shared services; evaluation of debt capacity; expanded use of joint purchasing; review of employee benefits; greater use of online classes; leverage information technology resources for education purposes
 - Revenue enhancing strategies
 - Efficiency strategies
- Using technology to enhance efficiency and productivity in the classroom

6 Assuring integrity, accountability, and public trust

- Communicating and educating the public more effectively about the value and impact of the UT System and higher education
- Enhancing alignment and accountability
- Enhancing compliance

Looking ahead a decade, the drive to excel will be paramount. With its unique combination of nine universities and six health institutions, the UT System can and must be a major engine to drive the competitive capacities of the state.

For higher education, these trends present severe challenges as the portion of the state budget needed for health care, criminal justice, and other needs increases.

The institutions of the UT System face unrelenting pressure to broaden access and accommodate growth.

Equally compelling is the need to add value and demonstrate the impact of teaching and learning, research and technology transfer, and health care on students, patients, and society.

Over the next decade, we predict that these issues of competitiveness, access, growth, and impact will be THE critical concerns for the world, the nation, Texas, and each higher education institution.

Student Success

We believe that timely graduation is a critical measure of student success, but success also includes college readiness among high school graduates; a demonstrable level of learning while in college; an improved pace of college completion; a larger fraction of graduates who pursue advanced degrees; and a well-established link between graduates and the job market.

Goals

Improving undergraduate success

Metrics

- Increase to meet targets for overall four-, five-, and six-year graduation rates from 40% to 60%
- Increase in four-year graduation rates of transfer students from 54% to 75%
- Student learning outcomes
- Increase in proportion of students attending full time
- Enhanced K-12 collaboration
- Enhanced programs like dual enrollment and AP credit to accelerate students
- Decrease in total SCHs generated in remedial courses

Recruiting more students into science, technology, engineering, and math

- Increase in number of majors in science, technology, engineering, and math from 21,560 to 31,000
- Increase in degrees awarded in these fields from 3,066 to 4,475
- Increase in number of secondary teachers certified in a math or science area each year

"As a system, we have a real opportunity to take a leadership role in how the nation views itself as it makes the demographic transition from a majority/minority demographic pattern."

The UT System and institutions will align fund raising, financial aid, and facilities investments to encourage enrollment and timely graduation for science, technology, engineering, and math students.

Goal

Using financial aid strategically

Metrics

- Increase in students receiving financial aid who are continuously enrolled
- Use of guaranteed tuition plans for some groups of students
- Increase in proportion of graduates who participated in undergraduate research, study abroad, internships, or service learning
- Increase in degrees for students who receive financial aid from 23,800 to 34,200



Each UT System institution needs to consider how many students it can reasonably and successfully educate while best utilizing its classroom and other facilities. Optimal use of campus resources may require changes in admissions, the availability of majors, the times and days of classes, the ways classes are delivered, and expanded relationships with community colleges.

Goals

Managing enrollment strategically

Metrics

- Completion of campus enrollment strategy plans in 2006-07
- Use of degree-checking software at all academic institutions
- Increase in proportion of students enrolled full time from 74% to 80%
- Decrease in numbers and proportion of stopouts and dropouts
- Improvement in space and time utilization ratings
- Community college partnerships
- Admissions standards

Improving the graduate and postdoctoral experience

- Recommendations of task force in 2007 to improve Ph.D. and postdoctoral programs
- Successful recruiting of top graduate students
- Redesign of doctoral programs for 21st century professions

Individuals receiving a Ph.D. degree and other nonprofessional doctoral degrees are important contributors to research and education across the state. Individuals who have accomplished these degrees not only become the professors of the future, but equally important, are recruited by industry, government, and other public and private institutions.

"What nations don't know can hurt them... For their own future and that of the nation, college graduates today must be internationally competent... Broad global awareness among America's future leaders will, in turn, lead to more effective U.S. foreign policy, greater security from terrorism, and economic resilience in the increasingly competitive world of trade."

Within ten years, UT System will offer incentives and programs to ensure that any undergraduate, graduate, or professional student at a UT System institution who wishes will have an international study experience.

Goal

Expanding global initiatives

Metrics

- Inventory of existing activities
- Increased number of students studying abroad
- Increased UT System presence in certain international locales
- Shared resources and activities among institutions
- Lay out 10-year international strategy for the UT System



Global Competitiveness, Research, and Technology Transfer

Universities play a critical role in America's competitiveness agenda because their faculty and research staff conduct so much of the basic research and development in the United States.

Goals

Helping keep Texas competitive

Metrics

- Number of important large-scale, cross-institution partnerships formed
- Selection of Texas for major corporate and federal investments
- Development of initiatives and centers in key areas like: health research, drug diagnostics and development, energy, information technology, and nanoelectronics

Enhancing research

- Increases in sponsored expenditures from \$1.7 billion in 2005 to \$3.0 billion in 2015
- Increases in number and proportion of faculty applying for and receiving grants
- Increased number of national academy members

The UT System can engage in big, cross-institution grant projects and will invest in facilities and labs for top faculty in critical fields.

The transfer of investments in research and development innovation into the economy is critical to state competitiveness. The UT System currently ranks high in tech transfer, placing third nationally in numbers of patent awards in 2005, and eleventh in technology transfer revenue. Yet, this success is distributed unevenly among institutions and more can be accomplished. The UT System will provide regional technology transfer services and legal advice, identify investors, and showcase discoveries with market potential.

Goal

Increasing technology transfer

Metrics

- Increase technology transfer revenue from \$30 million in 2004 to \$49 million in 2015
- Increase in numbers of spin-off companies from 58 started in 2001 through 2004
- UT System and institution assistance in attracting and retaining new companies in Texas





"The UT System has a responsibility to assure that campuses are good in certain areas, not trying to do everything well, which dilutes resources. The System's role is to coordinate this sorting process."

The competitiveness of each campus will increase through targeted recruiting and development of top faculty, a focus on emerging areas of expertise, and centralized assistance for research development.

Goal

Increasing impact on workforce development

Metrics

- Proportion of graduates employed in Texas within one year of completing degree
- Increase in the number of science, technology, engineering and health graduates working in Texas

The UT System and institutions will focus resources and programs to recruit more American students into science and engineering programs. Through its Institute for Public School Initiatives, the System will work with campuses, agencies, and K-12 systems to improve teaching and student performance in math and science.

Goal

Developing additional top-tier universities and areas of strength

Metrics

- Increase in proportion of faculty who have published in peer-reviewed publications
- Increase in proportion of faculty who hold external funding
- Increase in proportion of undergraduate students who participate in research
- Increased graduate/professional enrollments from 42,800 to 48,800 in 2015
- Increase in number of doctoral degrees granted from 1,240 to 1,520
- Evidence of increased research collaborations within and among campuses

Improving Health in Texas

The health institutions of the UT System are committed to enhance the health of Texas, the nation, and the world through the creation of new knowledge and its applications, the education of a diverse population of health professionals of exemplary quality, the provision of the highest quality of health care and preventative services to its patients, and community service.

The health institutions will continue to develop health science research programs which are nationally and internationally competitive. With \$1.15 billion in sponsored research in 2005, the health institutions are well positioned to recruit and retain outstanding scientists, as well as grow existing research programs.

Texas is substantially below the national average in nurses, physicians, pharmacists, and other health professionals per capita. It will be necessary for the health institutions to be exceptionally competitive in this environment, with strong collaborative programs, strategic development of core research facilities, interdisciplinary and multidisciplinary research team development, philanthropic support of further research opportunities, and increases in state-of-the-art research base and equipment and teaching facilities.

Goal

Create new knowledge to improve health



Metrics

- Increase research space by 30% over the next five years
- Achieve annual research growth of 3% or more above the growth rate of NIH funding
- Aspire to 5-8% annual increases in philanthropic support for research
- Increase the number of predoctoral research candidates by 15% over the next five years
- Increase the number of M.D./Ph.D.'s by 20% over the next five years

Goals

Prepare diverse, high quality health professionals to adequately serve the needs of Texas

Recruit, educate, train, and develop outstanding faculty

Provide the highest quality, state-of-the-art, preventative and therapeutic measures

Metrics

- By 2012, increase the number of medical students enrolled by 20% over the baseline number in 2004
- Increase the number of nursing students enrolled by 40% over the next nine years
- Increase the number of dental students by 20% over the next seven years
- Increase the number of public health professional graduates or those certified by 15% over the next five years
- Increase the number of allied health students graduated by 20% over the next five years
- By 2012, a two-fold increase in the percentage of Latinos in medical and dental classes
- Support of the Academy of Medicine, Engineering and Science of Texas
- Statewide scientific symposia, with national representation, supported by UT System
- Vigorous efforts to recruit and retain individuals who are members or strong candidates for the National Academies of Science and Engineering and the Institute of Medicine
- Board investments, through programs like STARS and LERR in public health and nursing, to help recruit outstanding faculty members
- Increase core product lines to attract those who are insured; decrease emergency room use and hospitalization for those who could be managed on an ambulatory basis; improve funding for the uninsured, limit the rate of growth of uncompensated care to no more than 3% per year by 2010

Goals

Facilitate the translation of research discoveries to health applications

Metrics

- Through expanded community-based ambulatory care programs, use of electronic health records, and disease management, increase the efficiency and effectiveness of care for the uninsured and medically indigent by 2009
- Development of new products, devices, and clinical practices and the continuing education of health professionals
- Patents resulting from research performed at the six health institutions will increase 10% a year over the next eight years
- Licenses from patented intellectual property will increase 8% annually over the next ten years

Manage the health institutions in an efficient, cost-effective manner

- By December 31, 2007, complete programs to substantially increase efficiency in reimbursement for patient care
- By December 31, 2007, complete analysis of potential business services, such as payroll, including potential for central services
- By June 30, 2007, establish mechanisms for purchasing of equipment, services, and supplies to maximize the overall purchasing power of the UT System health institutions
- By July 31, 2007, complete a strategic plan for managing deferred maintenance and equipment replacement
- By 2011, make each UT System health science center an "employer of choice"

Goals

Achieve growth in philanthropic support



Increase public awareness

Encourage K-12 and college students to pursue science and health careers

Metrics

- By December 31, 2006, in collaboration with the UT System Office of External Relations, establish institution goals in specific areas of fund raising
- By December 31, 2007, develop fully comprehensive fund-raising programs: annual giving, alumni giving, planned giving, major gifts acquisition, corporate giving, donor cultivation, and donor databanks available to all the health institutions
- By 2012, achieve annual philanthropic growth of 8% per year overall for the health institutions
- Implement a three- to five- year communication plan
- Make the expertise of health institutions available for rational and effective public policies
- Raise additional public and private funds for the Joint Admissions Medical Program (JAMP) by July 1, 2007
- Continue to expand and extend campus outreach programs to high schools and colleges
- Support the 2006-2007 effort by the Academy of Medicine, Engineering and Science of Texas to enhance K-12 math and science in Texas

Enriching Society Through Arts and Cultural Contributions

Each UT System institution should strive to enrich its campus and its community through its sponsorship of the various arts. There are many different ways in which this goal can be accomplished: through the curriculum, using visual art and architecture to beautify the campus, and through various events open to the public. Campuses will vary in the type of art they promote, for example, the development of digital art fits well with UTD's mission; the Children's Art Project of UT M. D. Anderson Cancer Center; or a special emphasis on the art and traditional music genres of the Texas border and Mexican and Mexican-American populations that the Hispanic Serving Institutions may wish to emphasize.

Goals

Provide opportunities for student participation in the arts on each campus

Include artistic creativity among the criteria for faculty advancement as appropriate

Infuse the arts into each campus's public ceremonies to the extent possible

Consider adequate venues for the arts along with other capital investments

Metrics

- Numbers and examples of public performances and exhibits
- Examples of opportunities for students to engage in nonprofessional artistic experiences
- Numbers of people attending performances or visiting exhibitions or museums
- Examples of major awards and recognition that faculty and student artists receive
- Increase in private philanthropy for arts activities

"There is a dichotomy of purpose in the mission of higher education: it is about workforce development, but it is also about the enrichment of society."

UT System institutions produce art, literature, music, film, theatre, and architecture; train future artistic professionals; promote the fine arts to the public; and prepare future audiences for the arts.

The arts enrich the experience of our students through curricular, cocurricular, and extracurricular activities; help to develop in school children the aspiration for higher education; and contribute to the healing environments for UT System health institution patients.

Through design and film, campus involvement in the arts also makes an impact on the economic development of communities.



Improving Productivity and Efficiency

Addressing financial issues

Over the next 10 years, efficient use of resources, identification of new revenue streams, and shared services will be critical. The UT System will provide assistance to the campuses by developing a suite of shared services and helping develop financial models, helping to monitor progress, and suggesting tools that might be implemented to accommodate resource needs.

Goals

Leveraging System size, expertise, and resources

Revenue enhancement strategies

Efficiency strategies

Metrics

- Development of shared services; evaluation of debt capacity; joint purchasing; review of employee benefits; completion and evaluation of institution financial plans; development of new productivity metrics
- New tuition and fee pricing strategies; auxiliary revenues; gifts; clinical revenues; grants and contracts; investment income; public/private partnerships
- Outsourcing or privatization agreements; increased use of student workers; decentralized and streamlined decision making; labor management; utilities; flexibility of faculty staffing and curriculum reform; increased space utilization; faculty and staff development; employee severance plans; transferring costs; elimination of non-mission critical activities; targeted reallocation; mission-focused decision making

Using technology to enhance productivity and efficiency in the classroom

The UT System has achieved state and national recognition for its advancements in the use of technology in the teaching and learning environment, particularly in the area of fully online courses and degrees through the UT TeleCampus.

The growth of electronically delivered higher education courses and programs will be an essential element for Texas universities to reach their statewide audience over the next decade and more. The UT System must therefore engage in a strategic vision that will guide the participating institutions as well as the UT TeleCampus.

Goals

Expand technologically delivered courses – core course redesign initiative

Ensure quality of technologically delivered courses – professional development and mandatory quality assessments

Expand capacity of UT TeleCampus

Metrics

- Increase in number of semester credit hours in online courses 8% to 10% annually through 2015
- Increase in number of hybrid offerings by 15% by 2015
- Increase in number of graduates who have completed at least four online courses to 75% by 2015
- Increase in number of collaborative core courses developed and in number of campuses utilizing them
- Increase to 100% of fully online courses that are assessed for quality by 2015
- Provide 100% of relevant student services online from UT System institutions by 2015

Assuring Integrity, Accountability, and Public Trust

The UT System will pursue a comprehensive and integrated set of activities that enable it to anticipate issues, track progress, prevent problems, and educate to improve compliance, accountability, and communication about achievements and challenges.

Through initiatives on preventative law, accountability reports, compliance studies and policy improvement, and internal audits, these efforts will result in prevention of problems, institutional improvement, and highly effective communication with stakeholders.

Communicate and educate the public

Goals

Position UT System as a national model of leadership

Strengthen public and media understanding of System impact – PBS series

Build public trust in UT System brand

Metrics

- Increase in legislative appropriations to UT System with no decline in dollars appropriated per FTSE
- Retain authority to set designated tuition and receipt of share or authority to issue Tuition Revenue Bonds
- Substantial and regular positive earned media placements
- Positive changes in public perceptions in opinion surveys and pre/post-television series polls

"There is lots of debate about the value-added of public university systems. The UT System is one of the few that are not defensive. It is constantly eager to improve. This is very unusual."

Enhancing compliance

Goals

Pursue proactive, non-compliance prevention and detection

Enterprise Risk Management

Computer security

Metrics

- A consistent medical billing error rate of less than 5%
- No significant time and effort reporting issues; obtaining and maintaining accreditation by nationally recognized organizations for human subjects, animal safety, and biosafety; no significant audit findings from external regulators
- No major NCAA violations and limited secondary violations
- Assurances to donor and public that contributions are in compliance with donor requests

Enhancing alignment and accountability

Aligning System and institution plans; matching what presidents are asked to do with what they are accountable for.

Goals

Planning framework

Campus strategic plans

Annual updates and measures of progress

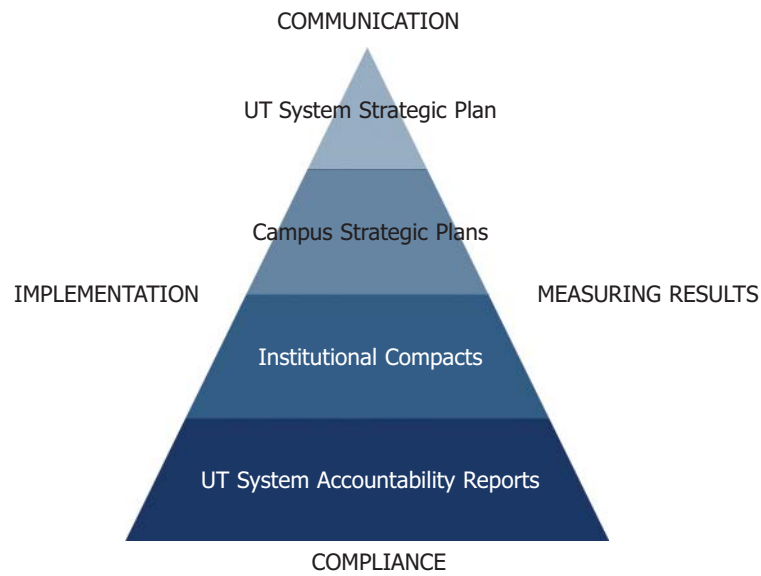
Accountability reporting

State, System, and Campus Alignment

This ambitious planning framework depends on shared responsibilities that align what people and institutions are expected to do with the results for which they are held accountable.

Internal planning tools in this framework include: the UT System strategic plan; individual institution strategic or long-range plans; annual institution Compacts with the UT System; the System-wide annual *Accountability and Performance Report*; regular reports to the Board of Regents on specific initiatives; and the presidents' work plans.

Externally, plans for institutions and the System are part of the planning processes of the Legislative Budget Board and the Texas Higher Education Coordinating Board, *Closing the Gaps* goals, as well as regional and specialized accreditation studies.



UT System Change Initiatives

Already underway, over the next 10 years the UT System will focus efforts on these key initiatives to move its plans forward:

- Graduation rates improvement
- Student learning
- Enrollment management
 - Community college partnerships
 - Admissions standards
- UT TeleCampus course redesign
- K-12 science/math programs
- Global programs and strategy
- Task force on graduate / postdoctoral programs
- Faculty leadership development
- STARS investments
- Academic program review process analysis
- Research collaborations symposium
- Energy research
- Nanoelectronics
- Drug diagnostics and development
- Technology transfer regional and shared services
- Medical education program
- Electronic patient records
- Electronic order entry and joint purchasing
- Centralized payroll services
- Expand JAMP
- Cognitive neuroscience program
- Business planning workshop
- Arlington data center
- Shared business services initiative
- Productivity ratios and analyses

The UT System in 2015

Among top 2 public university systems

Top researchers and cross-disciplinary collaborations

Help keep Texas competitive – translate discoveries to the marketplace – health research, drug diagnostics and development, security, energy, bioinformatics, nanoelectronics

Attract and graduate diverse and talented students on time

Nation’s best pool of health professionals

Efficient operations through new funding models and technology

Expanded distance education

Measure outcomes and continuous improvement



Focused Growth: Envisioning the UT System in 2015

	2005	2015
Undergraduate enrollments	143,000	183,400
Graduate and professional enrollments	42,800	48,800
Six-year graduation rates	40%	59%
Student diversity (% minority)	50.5%	56.0%
Student diversity (% minority/international)	59.2%	65.5%
Science, technology, and engineering degrees	3,066	4,475
Health profession degrees	2,744	3,300
Number of faculty	15,800	20,000
Faculty diversity (% minority)	27.5%	30.5%
Faculty diversity (% minority/international)	31%	34%
Members of national academies	331	445
Research expenditures	\$1.7 Billion	\$3.0 Billion
Patent awards	119	175
Technology transfer income	\$30 Million	\$49 Million

The full UT System Strategic Plan is available online at www.utsystem.edu/osm.

Members, Board of Regents

- James R. Huffines
Chairman, Austin
- Rita C. Clements
Vice Chairman, Dallas
- Cyndi Taylor Krier
Vice Chairman, San Antonio
- John W. Barnhill, Jr.
Brenham
- H. Scott Caven, Jr.
Houston
- Judith L. Craven, M.D.
Houston
- Robert A. Estrada
Fort Worth
- Brian J. Haley
Student Regent, Denton
- Colleen McHugh
Corpus Christi
- Robert B. Rowling
Dallas
- Francie A. Frederick
Counsel and Secretary to the Board

UT System Executive Officers

- Mark G. Yudof
Chancellor
- Geri H. Malandra
Interim Executive Vice Chancellor for Academic Affairs and Vice Chancellor for Strategic Management
- Kenneth I. Shine
Executive Vice Chancellor for Health Affairs
- Scott C. Kelley
Executive Vice Chancellor for Business Affairs
- Robert E. Barnhill
Vice Chancellor for Research and Technology Transfer
- Tonya Moten Brown
Vice Chancellor for Administration
- Barry D. Burgdorf
Vice Chancellor and General Counsel
- Barry McBee
Vice Chancellor for Governmental Relations
- Randa S. Safady
Vice Chancellor for External Relations
- William H. Shute
Vice Chancellor for Federal Relations



Presidents, UT System Institutions

- James D. Spaniolo
UT Arlington
- William C. Powers, Jr.
UT Austin
- Juliet V. García
UT Brownsville
- David E. Daniel
UT Dallas
- Diana S. Natalicio
UT El Paso
- Blandina Cárdenas
UT Pan American
- W. David Watts
UT Permian Basin
- Ricardo Romo
UT San Antonio
- Rodney H. Mabry
UT Tyler
- Kern Wildenthal
UT Southwestern Medical Center - Dallas
- John D. Stobo
UT Medical Branch - Galveston
- James T. Willerson
UT Health Science Center - Houston
- Francisco G. Cigarroa
UT Health Science Center - San Antonio
- John Mendelsohn
UT M. D. Anderson Cancer Center
- Kirk A. Calhoun
UT Health Center - Tyler



THE UNIVERSITY OF TEXAS SYSTEM

Nine Universities. Six Health Institutions. Unlimited Possibilities.

For more information contact:

Office of Strategic Management | 601 Colorado, Suite 201 | Austin, Texas 78701 | 512-499-4798 | www.utsystem.edu/osm