UT System Response to the WAG Report
May 13, 2004

The U.T. System is very grateful to the distinguished scientists and engineers from the Washington Advisory Group who participated in a detailed assessment of the research potentials of our campus. We believe objective, third-party reviews of our research efforts are key to our competitiveness in the national arena of peer-reviewed research.

Each of the eight campuses will analyze the WAG report and prepare responses. What follows are actions that the U.T. System plans to help implement the recommendations of the report.

Priority 1: Recruitment of additional researchers to the U.T. System

Because of the rapid enrollment growth in our System, hiring additional faculty is a critical priority for the next decade. For the sake of our students, it is essential that the faculty hired be of the highest quality. To expand research on our campuses, emphasis must be placed on encouraging existing faculty and recruiting new faculty to pursue externally funded research. Competition is intense for the limited number of top candidates in the market each year. U.T. schools must be in a position to compete successfully, to recruit, and to retain the best candidates available.

If this priority is not addressed immediately, then the anticipated decade-long expansion of the faculty will not lead to greater research prominence. The U.T. System has a once-in-a-generation opportunity to enhance its faculty.

> *Strategy 1: The U.T. System will convene a system-wide workshop to disseminate best practices in faculty hiring in competitive markets.* It is important that our faculty understand how best to recruit new faculty. For campuses that will be recruiting in new areas, different approaches to assembling hiring committees may be necessary. The WAG report suggests some areas for additional hiring at each campus; the campus leadership needs to consider not only how many faculty to hire, but also their distribution among disciplines and the potential for research from each additional hire.
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> The U.T. System is planning to develop a program to offer some financial assistance in purchasing the equipment and renovating the laboratory space that will be needed to recruit and retain faculty.
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> *Strategy 2: The U.T. System will develop an accountability measure for reviewing the success of the new faculty hires.* As part of our accountability program, the U.T. System will review the progress and success of new faculty hires.

Priority 2: Build leadership and infrastructure for research-intensive departments, colleges, and institutions.

Successful research institutions have strong leaders who help faculty identify, pursue, and successfully complete funded research. Strengthening the research infrastructure of each campus is important to greater research capability.

> *Strategy 1: The U.T. System will encourage each component president to review his or her executive management team and develop additional appropriate expertise where necessary.* Some campuses have executive teams with adequate preparation in research, but others may need to develop the appropriate expertise in grant management, facilities, and equipment. As the research portfolio for a campus grows, it may become appropriate to add a vice president for research.
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> *Strategy 2: The U.T. System will convene a system-wide seminar for deans and for department chairs to disseminate best practices for research management.* This seminar will cover issues such as building strategic research partnerships, faculty development, and protection of intellectual property rights. Research collaborations among U.T. institutions will be a particular focus of this seminar. Presentations from this seminar will be recorded to develop eventual on-line tutorials for campus leaders.
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> *Strategy 3: The U.T. System will facilitate the development of a peer-review support process for campus offices that process grant applications and provide research services.* Campus research offices face many complex issues of federal, state, and local regulations, as well as many deadlines for timely submission of grant applications and reports. Every campus faces common tasks in terms of notifying faculty of research opportunities, ensuring timely

applications, ensuring the appropriate protections for human or animal subjects, accounting for grant funds, and training graduate students in research ethics and intellectual property issues. The use of peer review teams has proven to be effective with other administrative offices as a way to find solutions to common problems.

Strategy 4: Appoint a Vice Chancellor for Research with responsibilities for nurturing research throughout the System. A search for a Vice Chancellor is already underway at the U.T. System.

Strategy 5: Develop effective plans for the best uses of returned indirect costs. The decision by the legislature to allow U.T. academic institutions to keep 100% of returned indirect costs offers an opportunity for each campus to think purposefully about the best uses of these indirect costs, with the understanding that the indirect costs must be used to support research. Each campus should develop a clear policy concerning its use of indirect costs.

Strategy 6: Supplement the campus research infrastructure with regional infrastructure where feasible, and facilitate the development of shared core resources where feasible. Particularly in the Metroplex, Tyler, San Antonio, and the Rio Grande Valley, it might be possible for U.T. institutions to collaborate in providing services to multiple institutions (e.g., a pool of technicians to maintain equipment; IRB services; bulk buying of common research supplies, etc.) Such practices have the potential to increase the efficiency of research dollars. Shared resources may also be possible on a statewide basis through the System.

Priority 3: Recruitment of graduate students

The WAG report lays great emphasis on the recruitment of graduate students to become junior researchers and later to become the working scientists and engineers of the next generation.

Strategy 1: Intensify efforts to identify talented undergraduates in U.T. System schools and persuade them to attend graduate school. Texas is missing an opportunity to grow its own scientific work force. The WAG reports notes that several component institutions without extensive graduate programs of their own are nevertheless producing many undergraduates who would be qualified for graduate study. Linkages between U.T. System graduate departments and UTS undergraduate programs should be encouraged and formalized. Summer programs, supplemental grants, and other mechanisms could help provide undergraduates with the experience and ambition to consider graduate study.

Strategy 2: Seek ways to improve the competitiveness of U.T. System institutions for the best graduate students. The competition for talented graduate students is nearly as intense as that for talented faculty researchers. U.T. System institutions have been less competitive in the national market because of lower stipends and inadequate health benefits for graduate students. On the other hand, many departments that could be competitive for national training grants have not yet pursued those opportunities. Every campus should develop a plan for increasing its competitiveness and attractiveness to graduate students. U.T. System administration can assist by sharing best practices.

Strategy 3: Consider carefully the development of new graduate programs. WAG consultants suggested some additional graduate programs. These suggestions should be seriously considered on the campuses. Campuses with current planning authority for masters or doctoral degrees should be moving forward aggressively to develop those programs. The development of professional masters programs in applied science should receive particular attention. The U.T. System will work closely with the campuses to obtain Texas Higher Education Coordinating Board approval of new programs.

Priority 4: Pursue external research funding more aggressively.

The research reputation of each campus ultimately relies upon its success in peer-reviewed competitions for research funding. Studies by the Texas Comptroller's Office show that every research dollar has a multiplier of 3.3 in the Texas economy, a further indicator that external funding benefits the state and the community. Each campus needs to have a plan, developed in close consultation with the faculty, to increase its funded research.

Strategy 1: Consider some overlooked funding mechanisms for jump-starting research programs. Five of the eight institutions studied by WAG are Hispanic Serving Institutions (HSI) and eligible to compete for special funding from many federal agencies. This funding includes programs aimed at undergraduate institutions and at collaborative efforts of graduate and undergraduate institutions. Possible mechanisms include supplemental awards for researchers

(faculty and students) at smaller institutions. Campuses should look for opportunities to expand such relationships, especially with NIH-funded research programs at the six health institutions.

National workshops provide information on these opportunities. Each campus should send one or two faculty representatives to such workshops and then ask them to share what they have learned with the faculty.

Strategy 2: *Collaborations are often critical to larger federal projects.* Each institution should consider collaborations that would provide larger concentrations of researchers to undertake larger projects. The existing geographic concentrations of U.T. schools in the Metroplex, Tyler, San Antonio, and the Rio Grande Valley should be one avenue to collaboration. Virtual collaborations should also be pursued. Where there are obstacles to collaboration within the System, U.T. System officers should help to remove them.

Strategy 3: *Expanded philanthropy can make campuses more competitive for research.* Most federal grants today required some matching or cost-sharing by the institution. By providing start-up costs, some equipment, and facilities, private philanthropists can make campuses more competitive for federal grants. Expanded development activities are needed on every campus to help their local communities understand the potential pay-back from an improved research position. The U.T. System should work with each campus to improve the strength and effectiveness of its development efforts.

Strategy 4: *Encourage the state of Texas to provide competitive, peer-reviewed money.* State funds, such as the excellence funds provided under H.B. 1839, or the ARP/ATP program of the Texas Higher Education Coordinating Board, can provide the funding necessary to conduct pilot studies, acquire equipment, and in other ways prepare for larger federal grants. The U.T. System should educate state officials on the value of such funds, especially if the funds are awarded within the context of a competitive, peer-reviewed process and with appropriate accountability for how the funds are spent and what results are achieved.

THE UNIVERSITY OF TEXAS AT ARLINGTON

May 11, 2004

We concur with the Washington Advisory Group's (WAG's) assessment that the next decade will be critical in determining whether UTA can achieve Tier 1 research status. Our many strengths position us well to pursue this goal; the major challenge we face is to secure the resources necessary to make strategic research-related investments in faculty, graduate assistants, facilities and equipment. Development initiatives, managed enrollment growth, and carefully planned tuition increases will fund new investments in research capacity. Strengthening our research capacity will pay dividends in increased funds from federal and state agencies, foundations and industry and also will contribute significantly to regional and state economic development.

In September, the UTA community will engage in the development of a new strategic plan with a focus on enhancing our research capability. This plan will incorporate recommendations from the WAG report; specifically, their suggestions for high priority areas of selective investment. The plan will also be responsive to their recommendation that *all departments* be raised to a level of being capable and competitive in the realm of funded research. We recognize, however, that the broad range of programs at UTA has highly differential opportunities for pursuit of external funding. Active, well-published researchers/scholars operating in disciplines with limited funding opportunities are also essential to the future vision of UTA as a comprehensive, Tier 1 institution.

We are a strong Carnegie Research Extensive University with the realistic though challenging goal of becoming a Tier 1 research university. Research is synergistic with instruction, resulting in improved undergraduate and graduate curricula and programs. Both are central to our mission. We will carefully shepherd our resources to build on our research strengths, foster strategic investments from the private sector and further develop those areas currently deemed less strong.

We are optimistic regarding our Tier 1 research university goal. As Clifton R. Wharton, Jr. stated in his keynote address at the recent President's Investiture and Academic Excellence Convocation, "What fascinated me most in reading about your institution is the phenomenal drive that energized its steady pursuit of the goal of becoming a first class university. … the campus has forged a manifest sense of purpose and a tradition of self-confidence that has and will meet every challenge."

The University of Texas at Dallas
Washington Advisory Group Response

The University of Texas at Dallas (UTD) compliments the Washington Advisory Group (WAG) for its thorough and insightful report, and for its confidence in the university's continued progress toward Tier-One research status. The details in the report that pertain to UTD are consistent with the analyses of senior university faculty and academic administrators. The areas of research and collaboration recommended in the report are completely consistent with the strategies developed at UTD during the recent past.

UTD's efforts for the next five years will focus on achieving the goals of our Engineering and Science Research Enhancement Initiative, "Project Emmitt." This will require significant increases in the ranks of faculty members with active, well-funded research programs in science and engineering, and in the numbers of highly qualified graduate students in these same areas. Concurrently, UTD is also committed to a major capital campaign, with a goal of $100 million. The major thrust of the campaign will be the creation of endowed chairs and graduate fellowships that are crucial to the recruitment by UTD of the additional outstanding faculty and graduate students that are essential to achieving the goals of Project Emmitt.

As the WAG noted, UTD needs to increase the sizes of its student body and its faculty by factors of two, approximately, in order to be competitive with public Tier-One universities, particularly in the research areas critical to Project Emmitt. In concert with this growth, UTD also concurs with the WAG recommendation that the university selectively broaden its profile of programs. In particular, we plan to proceed energetically to add programs that are vital to Project Emmitt and collaborations with U.T. Southwestern and U.T. Arlington. Primary attention, in accord with WAG recommendations, will be given to strengthening the Erik Jonsson School of Engineering and Computer Science by adding several new departments, with Mechanical Engineering, Materials Science, Chemical Engineering, and Bio-Medical Engineering being possibilities under consideration.

UTD's organizational links and geographic proximity to U.T. Southwestern offer great opportunities to productively leverage resources and create synergy by building research programs in which the areas of expertise of medical and general academic institutions complement and reinforce each other. Likewise, the critical sizes of faculty cohorts necessary to compete in the international arenas of frontline research can be reached most rapidly by creating as much cooperation as possible between U.T. Dallas and U.T. Arlington. UTD intends to continue to strengthen current joint programs with U.T. Southwestern and U.T. Arlington in the areas of speech and hearing, imaging science, neuroscience, information processing, and materials sciences and engineering, including nanotechnology, and bio-nanotechnology. The continued leadership of the U.T. System in encouraging and facilitating such collaborations will be of critical importance.

Finally, UTD concurs with the explicit comments of the Washington Advisory Group that continued progress of UTD toward Tier-One performance depends on securing the funding necessary for the required expansion and enhancement of the faculty, and that the only practical source of such additional funding appears to be further increases in tuition and fees. Success in the critical domains of adequately funding annual operations and in raising $100 million in the capital campaign will require, as also noted in the WAG report, that the next president of UTD possess the stature and ability necessary to meet these challenges.

Initial Response of
The University of Texas at El Paso (UTEP)
to the Report of the Washington Advisory Group (WAG)

May 13, 2004

UTEP is very pleased with the report of the Washington Advisory Group (WAG) on research and the potential for its expansion on this campus. Commenting that UTEP has already achieved national "research prominence," the report shares our conviction that UTEP is well-positioned to achieve recognition as a doctoral-research extensive university and to become a top-tier research institution.

UTEP has had remarkable success during the past 15 years in expanding research programs and attracting federal research funding. As the report points out, UTEP is one of only two UT System academic institutions (UT Austin is the other) that appear on a list of the Top 200 American research universities, based on federal research expenditures.

We are also pleased that the report reaffirms our vision that UTEP can be a model of excellence while offering access to higher education for students who have been historically underserved. Calling our twin goals of access and excellence "nontraditional but exciting," the report points out that educating Hispanics is of national, as well as regional importance.

Several key elements must be present for a university to reach the top ranks of research institutions. The report states, and we agree, that UTEP has many of these critical building blocks already in place. For example, UTEP:

- Attracts federal funding that leverages our unique assets of location and student demographics
- Wins research grants in open competition with other research universities
- Has built a solid research base that is poised for expansion
- Has demonstrated success in recruiting high-quality new faculty
- Has developed a strategic research focus that cuts across disciplines to address the social and economic issues facing our border region, including health, biomedical science, security and the environment

We are also pleased that the report acknowledges the strong support UTEP receives from the community we serve, and the private fundraising success we have achieved. We know that many of our recent accomplishments have been the result of support from our alumni and friends.

However, for UTEP to become a top-tier research university, we must also see significant short- and long-term investment from both the UT System and the State of Texas. We believe that the single greatest constraint on UTEP's continued institutional development has been a lack of state funding to build and renovate facilities, acquire technology, support graduate programs, serve as grant matches, and recruit and retain outstanding faculty. Without such investment, UTEP will not only fail to achieve its aggressive goals, but also lose the momentum that has been built during the past 15 years.

UTEP is pleased that the University of Texas System commissioned this WAG review of its academic components in El Paso, Arlington, Dallas, and San Antonio. The report provides us with an in-depth assessment of where UTEP stands today and what we need to do to continue moving toward our goal of becoming a top-tier research institution. As we continue to develop our research strategic plan, with broad-based participation from UTEP faculty and administrators, we will consider carefully the many observations and recommendations contained in this report. We also look forward to working with the UT System to develop the resources and strategies that will be critical to our continued progress in achieving UTEP's full institutional potential.

Response to the Washington Advisory Group Report
University of Texas at San Antonio

1. UTSA is most appreciative of the support of the Washington Advisory Group (WAG). In many instances, the recommendations they have made support initiatives already underway at UTSA, and in other cases they affirm our current plans for future development. In still other cases, they provide ideas that we can build on in achieving our goal of Tier 1 Research status. We will take all of their recommendations quite seriously.

2. As the report indicates, our most glaring weaknesses involve the "sub-critical" size of our faculty and the lack of doctoral programs in some basic fields of science and engineering. We are aware of the faculty shortage and are currently conducting 90 faculty searches. We anticipate hiring at least 70 faculty members this year and a similar number each year over the next five years. Hiring in Science is especially strong this year.

3. We are likewise rapidly moving our doctoral programs forward. We anticipate Texas Higher Education Coordinating Board approval for our doctoral program in chemistry within the next six months, our doctoral proposal in public policy is now at the University of Texas System, and our doctoral proposal in physics (proposed jointly with Southwest Research Institute) will be up for consideration by the Board of Regents at the August, 2004, meeting. We implemented doctoral programs in Environmental Science and Engineering, Cell and Molecular Biology, and Biomedical Engineering this past fall, and doctoral programs in applied mathematics, neuroscience, and other areas are currently under development.

4. The WAG report also recommends the hiring of a scientist or an engineer in a senior-level administrative position. Even as the report was being written, we were recruiting a nationally known scientist for such a position. We anticipate that his person will begin at UTSA in December 2004, and we plan to evolve our current administrative structure to include a Vice President for Research over the next year.

5. The WAG reports recommends that we improve our strategic planning process, with specific suggestions for what should be included. This is currently being addressed through the compact process.

6. As the WAG Report notes, we need to upgrade and expand our research development infrastructure and our development office. We have plans for doing both beginning September 2004. We are also continually reviewing and revising our capital plan in light of our program development and faculty hiring plans.

7. The WAG Report suggests that the Computer Science Department is not as strong as it needs to be. We are currently hiring at least two additional research faculty for Computer Science and looking for ways to link the department more closely with the College of Engineering.

8. The WAG Report includes an unfortunate factual error and an unfortunate misconception. The report suggests that the Department of Applied Mathematics had been found "in deficit" in teaching. It is not clear to us to what the report is referring in this case. Applied Mathematics is certainly not running a budgetary deficit at this time, and their teaching is solid. The report does not indicate who is supposed to have found them "in deficit," so we are not sure what it means. The assertion is factually inaccurate and unfair to the department. A misconception in the WAG Report regards the Break Even Analysis Report (BEAR) that is used as a management tool at UTSA. The report misunderstands both how the BEAR works and also its purpose (it is designed for departments and colleges, not for individual faculty members). Unfortunately, the WAG visitors received their information from someone who did not fully understand the concept rather than from the Provost's Office.

9. Finally, the WAG Report makes two suggestions with which we respectfully disagree. First, it suggests that we limit our faculty hiring to 30 per year. At the same time, it recommends providing faculty with smaller teaching loads. While we agree that teaching loads should be reduced, they cannot be substantially reduced if we hire only 30 faculty members per year – even if we freeze enrollment at current levels. We now have 450 tenured/tenure-track faculty members and typically experience a retirement/resignation rate

of about 5% per year (roughly the national average). In other words, we lose about 23 people each year. If we hire 30 faculty per year, we have a net gain of only 7 – not enough to make a significant difference either in faculty teaching loads or in research capacity. Hiring 50-70 faculty a year will clearly be a challenge for us and we will have to be vigilant in maintaining high standards for faculty, but we believe that is the only realistic way to address the "sub-critical" size of our faculty.

Second, the WAGS Report recommends that we slow enrollment growth and that we rely less on the income that growth provides. We acknowledge that rapid enrollment growth provides significant challenges, and at times handling it appropriately has been a struggle. However, the issue is somewhat more complicated than the report suggests. Four points deserve further consideration.

- The current enrollment growth at UTSA might seem unplanned and unchecked, but a large part of it is actually the result of a carefully developed plan (1) to increase graduate enrollments (at a 50% greater rate than undergraduate enrollments), (2) to increase retention rates, (3) to increase the percentage of fulltime students, and (4) to increase the percentage of students from outside Bexar County. Since 1999 graduate enrollments have grown by 44%, a rate that is 52% greater than the rate of undergraduate growth. Between Fall 2002 and fall 2003, our graduate enrollment grew by 971 students, or 37%, while our undergraduate enrollment grew by 1678, or 9%. Graduate students now comprise roughly 17% of the total enrollment; ultimately, we would like for them to comprise 25%. Likewise, since 1999 our retention rates have increased from 59% to 65%, and the number of students who are fulltime and from outside of the home county have increased by 7% and 14% respectively. We believe that this type of enrollment growth strengthens UTSA considerably and should be maintained.
- CAP students comprised another large component of the enrollment growth over the last two years. The 1136 CAP students comprised two thirds of UTSA's enrollment growth at the undergraduate level between Fall 2002 and Fall 2003 and 43% of our total enrollment growth. While we strongly support the CAP program and are delighted to participate in it, it provides significant challenges for enrollment management. It is difficult to plan for the number of CAP students, and while CAP provides us with some of our best students, it also has provided students with a mechanism for working around our admission standards. Again, we strongly support the CAP program, but it accounts for a large part of our enrollment growth that was unplanned.
- We are currently implementing an expanded provisional admissions program at UTSA that will help us raise our admission standards while still maintaining our commitment to access. An experimental version of the program was implemented this year and was very successful.
- While the WAG Report recommends less reliance on formula funding and tuition, it unfortunately makes no recommendations about other sources of revenue. We are open to all suggestions. It also ignores the role that enrollment growth has played historically as public universities move to Tier I status. For instance, during the 1960s and early 1970s, a period during which it made substantial progress in its research development, UT-Austin added just under 1500 students per year. In 1960, UT-Austin had an enrollment of 20,396; in 1975, its enrollment stood at 42,598. Likewise, during the 1970s and early 1980s, a period during which it added a number of new doctoral programs and grew its research capacity substantially, Texas A&M-College Station added almost 1600 students per year. In 1970, its enrollment stood at 14,221; in 1984, it was 36,669. During the critical 5-year period between 1970 and 1975, Texas A&M grew by some 10,000 students. Enrollment growth provides public universities with many (although certainly not all) of the resources they need to build a nationally prominent faculty, and it is faculty who propel a university to Tier 1 status. Our current period of enrollment growth provides a unique opportunity for UTSA to hire the faculty that will allow it to move in this direction.

The University of Texas at Brownsville and Texas Southmost College
Response to Washington Advisory Group Report

From its establishment in 1992 as a unique partnership between a university and community college, The University of Texas at Brownsville and Texas Southmost College has upheld access and excellence as core values in fulfilling our mission as an open-door community university on the South Texas border. UTB/TSC is pleased to have the consultancy viewpoint of the Washington Advisory Group to help in strategically focusing our research-building capacity at this 12-year juncture of our institution.

Recognition by the WAG of our extraordinary research potential in physics and biology and our innovativeness as exemplified by our initiatives at the International Technical Education and Commerce Campus helps us realize how far we have come. Recommendations in other areas deserve elaboration.

Collaborations--In recent years, collaborative work with sister components has helped to increase degree offerings, research projects, and student outreach programs, and it has allowed us to leverage our library resources and achieve savings in purchasing. Partners in these collaborations have included UT Health Science Center in San Antonio, UT Pan American, UT El Paso, UT Health Science Center in Houston, and UT Dallas.

Articulation--A seamless transition to upper-level classes was paramount in obtaining the partnership. The largest percentage of students remains at the lower level; however, our growth in upper- level enrollment has increased by 32.4%, since fall 1998. UTB/TSC led the state in developing the Bachelor of Applied Technology and the Bachelor of Applied Arts and Sciences degrees to help students with applied associate degrees to achieve a baccalaureate degree by maximizing their technical credits.

Retention and Graduation--Our first-time, full-time, fall-to-fall retention rate is 60.8%, which is the third highest retention rate of any community college in Texas and compares favorably with many other four-year state universities. Of the first-time, full-time freshmen who enrolled in fall 1992 in TSC, 28.1% received their bachelor's degree within 10 years. An analysis of Coordinating Board figures indicates little change between the six-year and 10-year rates at all UT components, except for UTB/TSC, where the 10-year rate is 187% higher than the six-year rate. This persistence often includes developmental classes that bolster their skills. Almost 28% of our students who received master's degrees in education in 2002/2003 began as undergraduates requiring developmental classes. Our most recent cohort of undergraduate students in education preparation passed the EXCET certification examination at a 92% rate. Even with figures showing that UTB/TSC students complete their goal when given more time, we are strengthening our work to compress graduation time by hiring additional academic advisors, promoting incentives, increasing financial assistance, and cooperating with area school districts to provide college credit to high school students.

Faculty Hiring--UTB/TSC is proud of the diverse faculty we have attracted through national searches. Hiring quality faculty to sustain present academic programs and to grow critically needed new ones is a top budgetary priority in FY2004-05. The ratio of FTE faculty to our 10,954 students is 1-to-32, as compared with the 1-to-17 ratio for our "accountability peer group." To reach parity with peers, we should have 295 more professors – now. Revenues from small tuition increases for fall 2004 are earmarked mostly for 23 new, strategically identified faculty lines.

We are "pushing the envelope" in research, education, innovation and service, and we shall continue to do so. In complete agreement with the WAG Report, it is our goal to achieve the Carnegie Classification of "Doctoral/Research Intensive" within the next 10 years. We are grateful to be included, for the first time ever, in a study that recognizes our potential to contribute to advanced research in Texas.

Washington Advisory Group Recommends Research Road Map for UT Permian Basin

The University of Texas of the Permian Basin has four strategic initiatives it is pursuing for the future—Growth, Research, Quality, and Partnerships. The University is making significant progress in each of these areas. We believe that there are some factual errors in the Washington Advisory Group (WAG) report in the areas of faculty research productivity and in teaching loads. For example, the April 2004 Texas Higher Education Coordinating Report on Research and Development reported that UT Permian Basin realized a 38% increase in research and development funding compared to the statewide average of 27% for the four years reported of universities with enrollments of less than 5,000. While faculty have achieved considerable success in recent years in strengthening research, we are not satisfied and are implementing recommendations by the Washington Advisory Group in creating a road map for future research growth at the institution.

The Washington Advisory Group has recommended a goal of $4 million in annual externally-funded research for the year 2010. We believe that**,** while this is a stretch goal**,** it can be achieved and will use the WAG recommendations to create a road map to reach the goal. Some of UT Permian Basin's strengths, recognized by WAG, will be developed for future research. These include the scholarship by faculty in the disciplines of:

- Business Administration
- Bilingual Education
- Chemistry, specifically cited was research in biomass to fuel conversion conducted by Chemistry researchers under the sponsorship of the University's Center for Energy and Economic Diversification and with grant funding from the state's Advanced Technology Program.
- Computer Science
- The John Ben Sheppard Public Leadership Institute

The WAG consultants also cited the University's Art facilities as being "one of the best of its kind at any university in the country." Another area where UT Permian Basin was cited as a regional and national leader was in Distance Education, especially web-based instruction.

The road map for research enhancement recommended by the WAG consultants contains the major elements:

- Strengthening the research support services of the University's Office of Sponsored Programs.

- Development of a Faculty Hiring Plan to "focus on developing strong research, creative, and educational priority programs."

- Completion of the current effort to revise the University's policies for promotion and tenure, annual faculty evaluation, and research support to clarify research expectations for all faculty members and to provide clear accountability.

- Revamping strategic plans to "ensure space and facilities become central to such a plan." This is needed to provide for various space needs, including the need for modern, well-equipped research space. The need for a science and technology building was noted long before this report was undertaken, and a facility planned to meet this need is ready to be presented to legislators.

The University of Tyler's Response to The Washington Advisory Group Study

May 13, 2004

The WAG report provides independent confirmation of the quality of UT Tyler people and programs.

- Our student body is of high quality. Our entering classes are among the very best in the state with an SAT average near 1100. Nearly one of every four at UT Tyler is a graduate student—and one out of every three programs is a graduate program. This quality student body and considerable number of master's students will be a tremendous asset to our faculty as we increase research.
- Tyler is one of only three cities in the state where a UT university and medical center are co-located. (Dallas and San Antonio are the others.) WAG characterizes UT Tyler's collaboration with UTHCT as "meaningful" and currently in development is a joint *Institute for Biotechnology and Health Science.* This will expand opportunities for sponsored-research at both institutions.
- UT Tyler has long engaged in successful partnerships with other universities to award Ph.D. programs. WAG concludes we can use these partnerships to "bootstrap" the creation of our own doctoral programs. This is essential to strengthening our research performance. The Texas Higher Education Coordinating Board has deferred our request to bootstrap our Texas A&M partnership to offer our first stand-alone Ph.D. degree, in Human Resources Development. WAG urges the Coordinating Board to approve our request and we are hopeful they will do so.
- WAG notes that UT Tyler and the city of Tyler and all of East Texas already recognize the University's important role in the region's health, education, and economic development. Quality faculty and high-ability students can generate life-changing research and raise standards of living.

UT Tyler will address several challenges to improve its research capability.

- The Washington Advisory Group noted UT Tyler has outgrown classroom capacities. Likewise, WAG labeled research laboratory space as "inadequate." The University is seeking PUF and TRB allocations to:
    - Complete the Engineering, Sciences, and Technology building;
    - Add an academic excellence center (classrooms) to the new residence hall;
    - Relocate education and psychology to for UT Tyler's first dining services;
    - Enlarge the art studio so that students can move out of a portable building; and
    - Build a new classroom facility to accommodate significant future growth.
- The report also points to the limited on-campus housing currently available on our campus. Student apartments, a residence hall, and small theme houses are under construction or in planning with a goal of providing on-campus housing for 15% of our student body.
- WAG also identified the important role played by junior college transfer students who represent a large portion of our enrollment. UT Tyler has spent most of its history as a campus where all undergraduates were transfer students. Yet, we will seek to strengthen our collaborations.

WAG experts see promise for the future of research at UT Tyler.

The prominent WAG experts conclude UT Tyler can become a "Doctoral/Research University-Intensive" within a decade. The report provides an excellent roadmap for accomplishing this objective.