



Position Specification

The University of Texas at Dallas

President



The University of Texas Board of Regents invites applications and nominations for the position of President, The University of Texas at Dallas.

About The University of Texas at Dallas

The University of Texas at Dallas, located in a suburban setting 20 miles north of downtown Dallas, is one of the eight academic institutions of The University of Texas System. The University enrolls approximately 24,000 students in all—14,500 undergraduate and 9,500 graduate—and offers a broad array of bachelor’s, master’s, and doctoral degree programs administered within the University’s eight academic schools:

- The School of Arts and Humanities
- The School of Behavioral and Brain Sciences
- The School of Economic, Political and Policy Sciences
- The Erik Jonsson School of Engineering and Computer Science
- The Naveen Jindal School of Management
- The School of Interdisciplinary Studies
- The School of Natural Sciences and Mathematics
and, newly established,
- The School of Art, Technology, and Emerging Communication.

The location of the 600-acre UT Dallas campus, near the center of the dynamic growth of the Dallas Metroplex, is one of the University’s prime assets, along with its long-established and well-earned reputation for student and faculty excellence and its emphasis on high quality but focused programs across the arts and sciences, with especially large and rapidly growing programs in management, science, and technology. The stature of the University is reflected by its ranking in the *Times Higher Education* as one of the only three U.S. universities in the “Top 100 under 50” (years since founding), ranking 16th worldwide. UT Dallas consistently ranks as a “Best Value” by *Kiplinger* and *Princeton Review*, and a number of its degree programs are highly ranked within their academic domains.

About half of the undergraduates at UT Dallas enter as transfer students from the outstanding community colleges in the Dallas-Fort Worth Metroplex, and half enter as highly selected freshmen. The Fall 2015 freshman class, at approximately 2,700 students, is distinguished by an average SAT score of 1,260 and includes 100 National Merit Scholars. The University enrolls approximately 1,200 doctoral students, while the remaining 8,300 graduate students are pursuing master's degrees, principally in the Naveen Jindal School of Management and the Erik Jonsson School of Engineering and Computer Science. The international students make up approximately twenty-five percent of the entire student population. The eight academic schools of UT Dallas collectively granted 190 Ph.D. degrees during the 2014-15 academic year.

The size of the student body has grown significantly during the last two decades, doubling since 2000, with growth being particularly strong during the last five years. The University's physical plant is also expanding rapidly to keep up with its increasing populations of students, staff, and faculty. Over the last six years, five residence halls have been constructed and now house more than 2,000 undergraduates. Another 3,000 students live on campus in apartment-style housing. New academic buildings for the School of Art, Technology, and Emerging Communication and for the Jindal School of Management were opened in 2013 and 2014 respectively. A 225,000 square foot laboratory research building for neuroscience, bioengineering, and related chemical and biological research will be ready for the Spring 2016 semester, while ground was broken in Summer 2015 for new buildings to support Student Services and the School of Behavioral and Brain Sciences. In May 2015, the Texas Legislature approved funding for a new 200,000 square foot engineering building that is currently under design and slated for construction to begin in September 2016. Concurrent with the construction of new buildings, the campus landscape is being transformed under the direction of the world-renowned landscape architect Peter Walker.

The final and critical element of The University's growth is the increasing strength of its faculty. The number of tenure-stream faculty has increased from 360 in 2005 to 550 in Fall 2015. Concurrent with the growth in numbers have been continuing increases in the stature of individuals and departments. In FY 2015, restricted research expenditures were close to \$45,000,000, with total research expenditures near \$100 million. UT Dallas has a strong and active system of faculty governance, marked by a close and cooperative engagement between the Academic Senate, the President, and the Provost.

The financial foundation of university operations with an annual budget of \$546 million consists primarily of a combination of tuition and fee payments by students and tax-payer support of instruction based on a state-wide formula linked to student semester credit hours, with a ratio of student payments to tax dollar support of approximately 2 to 1. Additional state support is linked to research productivity. A significant increase in state support for research is forthcoming when in the coming biennium UT Dallas satisfies the criteria established by the Texas Legislature to qualify for returns from a state endowment to support the state's emerging research universities.

UT Dallas just successfully completed its first comprehensive fundraising campaign, with the University's endowments growing to well over \$400 million. The margin of excellence afforded by endowments and

gifts from individual philanthropists, foundations, and corporations is of crucial importance to the pursuit of the University's mission. Sustaining and increasing such support will be a primary responsibility of the incoming president.

Strategic Plan

Since its inception, UT Dallas has consciously avoided the structure of traditional universities with traditional academic disciplines that so often become stagnant. Rather than offer all programs for all people, the University plans on building upon existing strengths and areas of greatest opportunity, remaining true to the institution's roots and legacy while addressing the need for change and innovate to meet today's and tomorrow's challenges. The 2012 strategic plan sets forth a proactive set of bold actions that will secure UT Dallas' place as one of the world's great universities.

The strategic plan sets forth five goals for what UT Dallas aspires to be:

- A first-rank public research university with focused centers of excellence, prepared to meet the challenges of a rapidly changing, technology-driven global society;
- A global force in innovative, transdisciplinary research and education in emerging areas of technology, science, and learning;
- A ground-breaking leader in both framing and answering the questions faced by business, policy makers, healthcare, and the public;
- A synergistic partner with local industry, government, and cultural organizations as well as local K-12 schools, community colleges, and universities; and
- One of the most creative, innovative universities in the nation and world.

To achieve these goals, the plan outlines six strategic initiatives and eight administrative imperatives. Details about the plan can be found at: <http://www.utdallas.edu/strategicplan/>.

Path to Tier 1

Beginning in 1930, Cecil Green, Erik Jonsson, and Eugene McDermott grew the startup Geophysical Services Inc. into the innovative business now known as Texas Instruments. All three men were passionate about education. In 1961, they sought to address the significant shortage of engineers and scientists in North Texas by creating the Graduate Research Center of the Southwest. Their vision was to create an institute of higher learning not unlike MIT, where excellence is expected in the sciences, mathematics, engineering, and management. In 1969, they donated their institute and its 1,000-acre campus to The University of Texas System, creating UT Dallas.

Now, less than 50 years later, UT Dallas is poised at the beginning of a new era, positioned to become the national research university of its founders' vision. Success is critical to the economic vitality and competitiveness of the region and Texas. The vision is to make UT Dallas one of the nation's best public research universities and one of the great universities of the world. This will include:

- Graduating more scientists, engineers and other highly trained individuals;
- Generating more research discoveries that lead to patents, startup companies and jobs;

- Expanding partnerships with area schools, civic organizations and local government agencies to share critically needed expertise in addressing community challenges; and
- Promoting North Texas as a leading high-tech region and a great place to live and work.

Since 2005, UT Dallas has added 39 new academic programs. Many more new programs are under consideration in such diverse areas as biophysics, communications, urban planning and policy, and chemical, environmental, and civil engineering. These new programs benefit more than the new students enrolled, but also provide a greater variety of faculty and courses that will become available to all students as a result. The University is working to increase its endowment, hire more tenured and tenure-track faculty, attract more research funds and produce more doctoral graduates. UT Dallas is on the cusp of achieving the dream of its founders and providing the thriving Dallas-Fort Worth area with a major urban research university.

About The University of Texas System

Educating students, providing care for patients, conducting groundbreaking basic, applied and clinical research, and serving the needs of Texans and the nation for more than 130 years, The University of Texas System is one of the largest public university systems in the United States. With 14 institutions and an enrollment of more than 217,000, the UT System confers more than one-third of the state's undergraduate degrees, educates almost two-thirds of the state's health care professionals annually and accounts for almost 70 percent of all research funds awarded to public institutions in Texas. The UT System has an annual operating budget of \$16.9 billion (FY 2016) including \$3 billion in sponsored programs funded by federal, state, local and private sources. With about 20,000 faculty – including Nobel laureates – and more than 70,000 health care professionals, researchers, student advisors and support staff, the UT System is one of the largest employers in the state.

Role and Responsibilities

As the Chief Executive Officer of UT Dallas, the President has the responsibility of articulating the mission and values of the University to the faculty, staff, and students and, externally, to the UT System administration and Board of Regents, to the Texas political leadership, to community leaders, and to the general public.

The President should be actively committed to the principles of shared governance with the faculty and be an eloquent champion of diversity and inclusion in the ranks of students, staff, and faculty. As Chief Executive Officer, the President must manage the University's resources wisely, working with vice presidents and deans to maximize efficiency and productivity while vigorously pursuing the University's goal of becoming a leading national research university and providing the people of Texas with educational opportunities of the highest level. The President is expected to raise public and private funds, to continue the development of the campus culture and infrastructure, and to support campus governance structures.

Specific responsibilities include:

- Developing and administering plans and policies for the program, organization, and operation of UT Dallas;
- Interpreting policy and communicating it to faculty and staff.
- Developing and administering policies relating to students and, where applicable, to the proper management of services to the public;
- Recommending appropriate operating budgets and supervising expenditures under approved budgets;
- Ensuring efficient management of business affairs and physical property, and recommending additions and alterations to the physical plant;
- Authorizing the appointment, promotion, tenure, reappointment, non-renewal of appointment, or dismissal for cause of faculty; authorizing or delegating authorization of staff members for appointment, promotion, retention, or dismissal for cause;
- Stipulating the specific duties and assignments of the principal officers reporting to the President and establishing and defining the duties of committees to advise and assist the President in the execution of his/her duties;
- Establishing procedures for the appointment of faculty, staff, and student committees;
- Serving as presiding officer at official meetings of faculty and staff of the institution and as an ex-officio member of each college or school faculty (if any) within UT Dallas;
- Submitting the rules and regulations for the governance of UT Dallas and any related amendments to the Executive Vice Chancellor for Academic Affairs and the Vice Chancellor and General Counsel for approval; such rules and regulations constitute the *Handbook of Operating Procedures* for UT Dallas;
- Developing long-range plans for the program and physical facilities of UT Dallas;
- Assuming active leadership in developing private funding support for UT Dallas in accordance with policies and procedures established in the Regents' *Rules and Regulations*;
- Developing and implementing plans and policies to ensure that UT Dallas remains in compliance with any accreditation requirements appropriate to the institution or its programs.

Professional Qualifications

The preferred qualifications of the next president of UT Dallas include:

- A record appropriate for the appointment as a tenured faculty member in an academic unit of UT Dallas
- A record of high-level executive leadership in a leading American research university, or comparable background consistent with executive academic leadership
- A commitment to academic excellence and institutional progress
- A record of successful leadership in managing and augmenting financial resources necessary for the advancement of excellence at UT Dallas

Additional information about the position may be found on the website:

<http://www.utdallas.edu/>.

Applications and nominations will be accepted until the new President is selected. Interested parties may submit their materials or nominations:

Mirah Horowitz, Ilene Nagel, and Steve Newton
Consultant to the Search Committee
Russell Reynolds Associates
UTDallasPresident@RussellReynolds.com