

The seal of the University of Texas System is visible in the background on the left side of the slide. It features a five-pointed star in the center, surrounded by a wreath. Above the star is an open book. The words "UNIVERSITY OF TEXAS" are visible at the top, and "PRÆSIDIUM" is visible below it. The entire seal is rendered in a dark blue color.

THE UNIVERSITY OF TEXAS SYSTEM

LEADING IN A COMPLEX WORLD

A Strategic Approach, 2015 - 2020

William H. McRaven, Chancellor

U. T. System Board of Regents' Meeting
November 2015

ACTIONS TAKEN THUS FAR

Established direct lines of reporting

Established the Deputy Chancellor position as Chief Operating Officer

Routine leadership communication; expanded means of collaboration

Policy and rule review underway

Directed organizational assessment to align System Administration

Completed a review of compliance structure

Bridging Academic and Health Affairs

Developed the Central Bank Concept

Applying private sector practices to plan, design and construct institutional facilities

OVERVIEW

1. Mission
2. Operating Concept
3. Decision Process
4. Strategic Assessment
5. Quantum Leaps



MISSION

UT SYSTEM MISSION STATEMENT

The mission of The University of Texas System is to improve the human condition in Texas, our nation and our world.

The System will use its size, diversity, and quality to advance education, push the bounds of discovery, enhance population health, build stronger communities, and shape public policy for the common good.

Producing high quality human capital with a sense of service and the ability to lead, we will pursue solutions to the problems of our state, our nation and our world.

We are a state university system with global impact.

OPERATING CONCEPT

We will ensure that our **academic** and **health** care enterprises are **world leaders** in higher education, research and health care.

We will accomplish this task by establishing a **mutually supporting system** in climate, culture, and practice, where the strengths of one institution help reinforce the quality and competitiveness of the other members.

OPERATING CONCEPT

The System Administration will assist me in providing the **strategic direction** and **policy oversight** for our member institutions while ensuring that **each institution has the maximum latitude** to accomplish its academic, research and health care goals.

System Administration will add value by **focusing on the core competencies** of finance, development, marketing, construction, state and national level coordination, policy advice and security **to help ease the burden** on the individual institutions.

OPERATING CONCEPT

Collectively, we will orchestrate systemwide progress to **identify the critical components** that encumber student success, high quality research, meaningful discovery, and excellence in patient care. We will then aggressively undertake steps to **eliminate these barriers**.

OPERATING CONCEPT

To facilitate system collaboration and coordination we will build staffing mechanisms to include **rigorous internal communications**, dedicated coordination meetings, and **robust leadership exchanges**.

OPERATING CONCEPT

Additionally, we will work to identify and implement **game-changing ideas** that will propel the University of Texas System into the national and international discussion on all facets of education, research, health care and leadership. These ideas will be **prioritized, funded** and then **brought to fruition** through a deliberate and **aggressive process of engagement**.

OPERATING CONCEPT

We will be known world-wide for developing **leaders** in all fields of endeavor, but we will never forget that **our responsibility** is, first and foremost, to the **people of Texas**.

We are a state system with global influence.

Adapting the System for Greater Complexity and Increasing Rates of Change:

An Agile Decision Process

THE STRATEGIC PLANNING AND DECISION PROCESS

1. Identify the areas of interest
2. Prioritize the programs aligned with those areas
3. Develop an implementation plan
4. Ensure the plan is fiscally sound and appropriately constrained
5. Receive approval from the Board of Regents if resources are required
6. Execute the plan
7. Track and measure progress (eliminate or reduce if the initiative is not performing)
8. Communicate and collaborate throughout the process

PLANNING & EXECUTION PROCESS

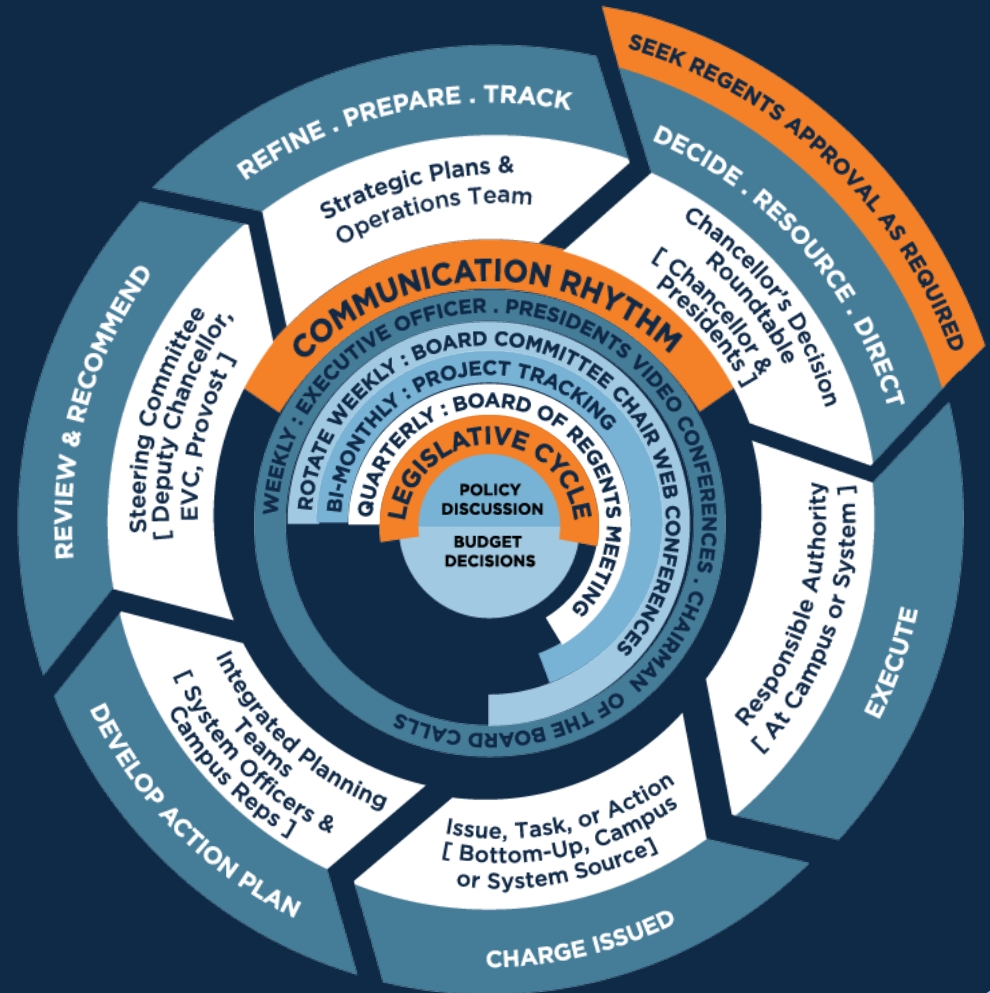
A Disciplined Process

With Prioritized Resource and Budget Alignment

Actions are Tracked and Measured

Accountable Leadership
Responsible for Execution

With a Common Operating
Picture Achieved Through a
Rhythm of Communication



STRATEGIC ASSESSMENT

A CHANCELLOR'S DUTY: CHARTING THE COURSE



DR. HANS M. MARK
1984-1992



DR. WILLIAM H. CUNNINGHAM
1992-2000



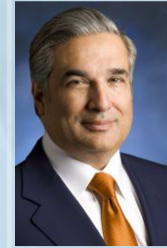
MR. R. D. BURCK
2000-2002



MR. MARK G. YUDOF
2002-2008



DR. KENNETH I. SHINE
2008-2009



DR. FRANCISCO G. CIGARROA
2009-2015



COMMON THREADS:

Adapting to a changing state and world; enabling Texas to lead the nation in excellence in education, health, and research; being good stewards of resources.

COMMON CHALLENGES:

Global competition; access to growing segments of the population in need; balancing quality and growth; prioritizing resources.



WHAT WE DID

Sought **understanding** first...of our **role** as a public university system, of our **environment**, and of the **impact of the environment** on our role.

WHAT WE DID

Gathered volumes of data on current and trending conditions...**from local to global**...interviewed numerous experts and leaders, including each President and Provost in the System.

WHAT WE DID

Identified aspects of the environment **relevant** to our role and responsibility to Texas; and **decided where to focus our effort** as a System.



UNDERSTANDING OUR ENVIRONMENT

OUR POPULATION GROWS IN SIZE AND DIVERSITY

The population of Texas is projected to increase by 13 million residents during the next 20 years (48% growth).

TEXAS POPULATION
(IN MILLIONS)



IMPORTANT AGE GROUPS TO NOTE

The number of Texans 65 years or older will be the fastest growing age group, more than doubling in 20 years.

TEXAS POPULATION AGE 65+
(IN MILLIONS)



The health care needs of a rapidly growing senior population will increase significantly.

IMPORTANT AGE GROUPS TO NOTE

People aged 25-44 will be the second-fastest growing age group.

TEXAS POPULATION AGE 25-44
(IN MILLIONS)

Skills and education of this demographic must keep pace with an ever-changing workforce to meet demands.



IMPORTANT AGE GROUPS TO NOTE

Among states with the largest 15-19 population, Texas is the only state with a growing 15-19 population.

TEXAS POPULATION AGE 15-19
(IN MILLIONS)

The demand for higher education will remain high.



GROWTH IN DIVERSITY

We are a Minority-Majority State now.
By 2035, Texas will be a 70% Minority-Majority State.

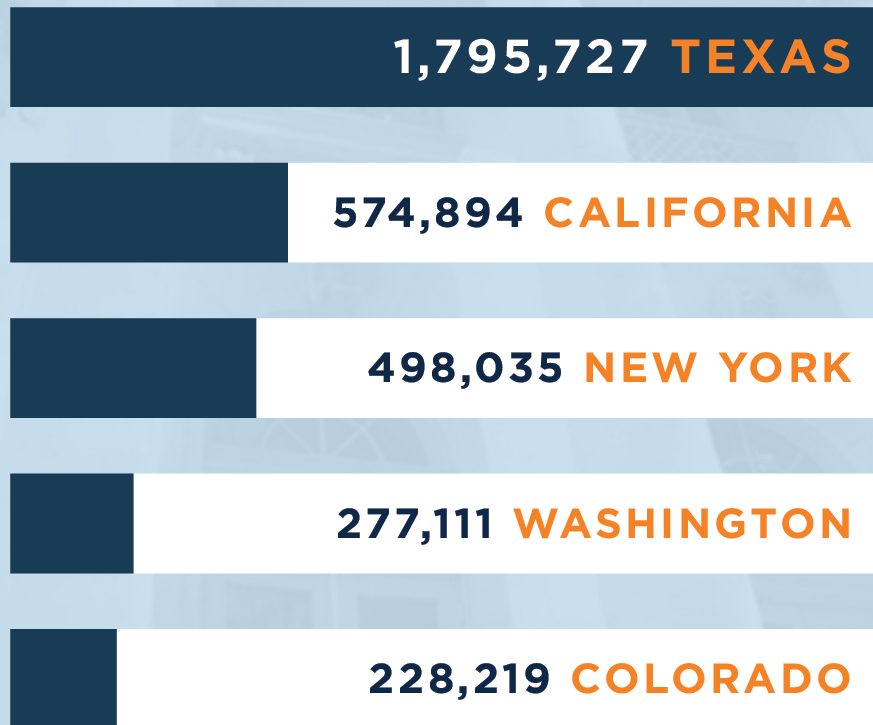
NON-ANGLO SHARE OF TEXAS POPULATION



**OUR ECONOMY
CONTINUES
TO GROW**

**TEXAS CREATES
MORE JOBS THAN
ANY OTHER STATE
IN THE US**

EMPLOYMENT GROWTH, 2005-2014



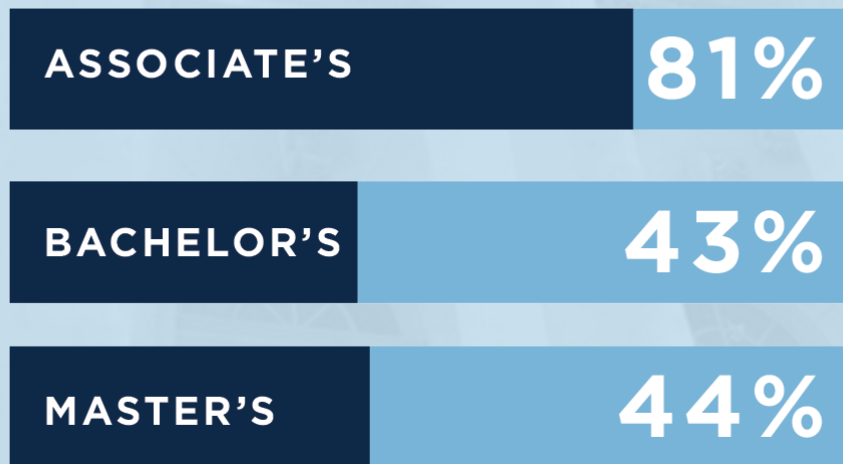
TEXAS UNEMPLOYMENT RATE



THE UNEMPLOYMENT RATE CONTINUES TO DECLINE

GROWTH IN HIGHER EDUCATION ACHIEVEMENT

TEXAS CONTINUES TO
INCREASE ITS
PRODUCTION OF
TALENT



% GROWTH, 2004 - 2014

EDUCATION CONTINUES ITS POSITIVE IMPACT ON THE ECONOMY

HIGHER EDUCATION
DELIVERS GREATEST
EARNINGS TO THE
TEXAS LABOR
MARKET

LIFETIME EARNINGS IN MILLIONS OF DOLLARS

PROFESSIONAL \$4.4

DOCTORAL \$3.4

MASTER'S \$2.5

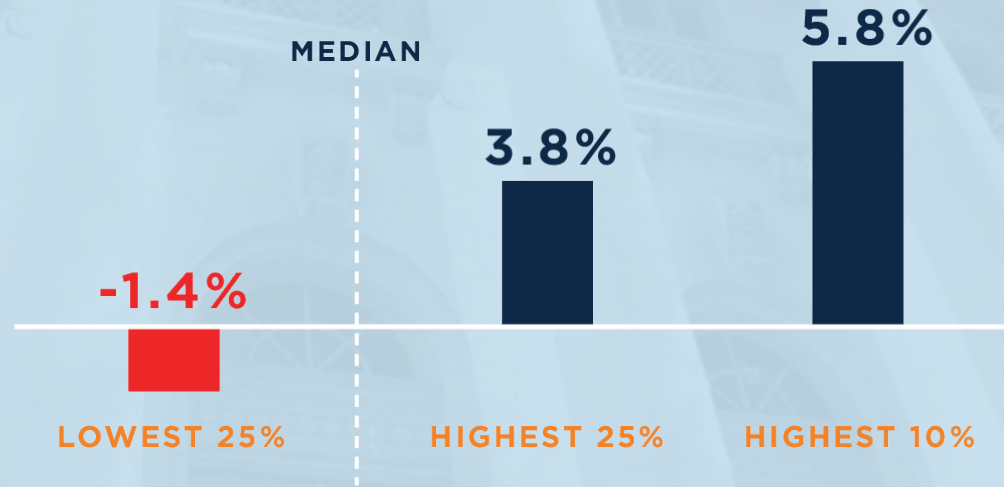
BACHELOR'S \$2.1

\$1.6 ASSOCIATE'S DEGREE

\$1.2 HS DIPLOMA

\$1.0 NO HS DIPLOMA

YET ECONOMIC DISPARITY IS ON THE RISE



*US WAGE GROWTH and DECLINE BY
WAGE PERCENTILE, 2004-2014*

EDUCATION HAS A DIRECT IMPACT ON THE ECONOMY AND ECONOMIC DISPARITY



**THE EARNINGS
GAP BETWEEN
HIGH SCHOOL-ONLY
AND COLLEGE
GRADUATES IS
ACCELERATING**

EDUCATION'S IMPACT ON THE ECONOMY



HIGH SCHOOL-ONLY
GRADUATES ARE

2X

MORE LIKELY
TO BE UNEMPLOYED

EDUCATION'S IMPACT ON THE ECONOMY



**THE TEXAS WORKFORCE
COMMISSION SHOWS
THE STRONGEST GROWTH
IN JOBS AT HIGHER
EDUCATION LEVELS**

EDUCATION'S IMPACT ON THE ECONOMY



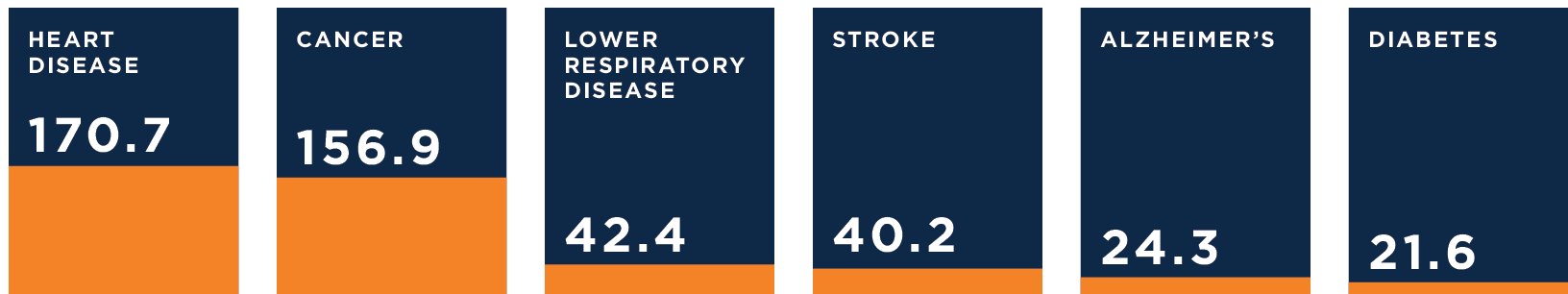
**THE NUMBER OF ENTRY
LEVEL JOBS REQUIRING
A MASTER'S DEGREE
IS ON THE RISE**

CHALLENGES TO HEALTH AND WELL-BEING

Texas' human capital is at risk from challenges to our population health.

6 OF THE 7

LEADING CAUSES OF
DEATH IN TEXAS ARE
CHRONIC DISEASES.

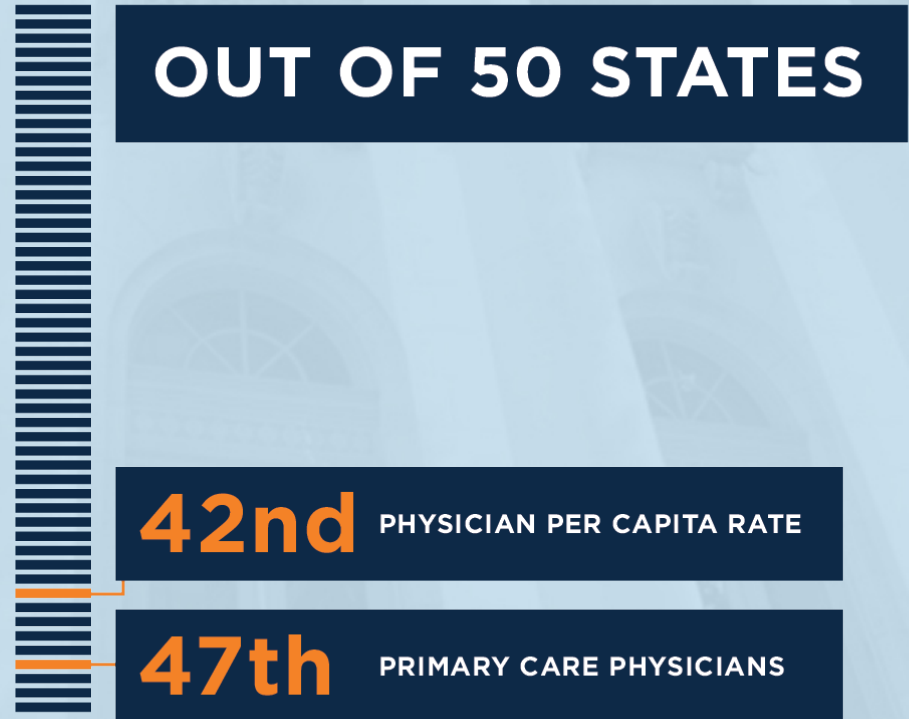


RATE PER 100K POPULATION (AGE ADJUSTED), 2013

PHYSICIAN SHORTAGE AND THEIR DISTRIBUTION EXACERBATES CHALLENGES TO HEALTH, WELL-BEING, AND ACCESS TO CARE

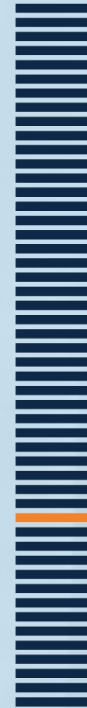
LOW PHYSICIAN PER CAPITA RATE

(PER 100,000 MEMBERS OF THE POPULATION)



PHYSICIAN SHORTAGE AND THEIR DISTRIBUTION EXACERBATES CHALLENGES TO HEALTH, WELL-BEING, AND ACCESS TO CARE

SHORTAGE OF RESIDENCY SLOTS



OUT OF 50 STATES

37th

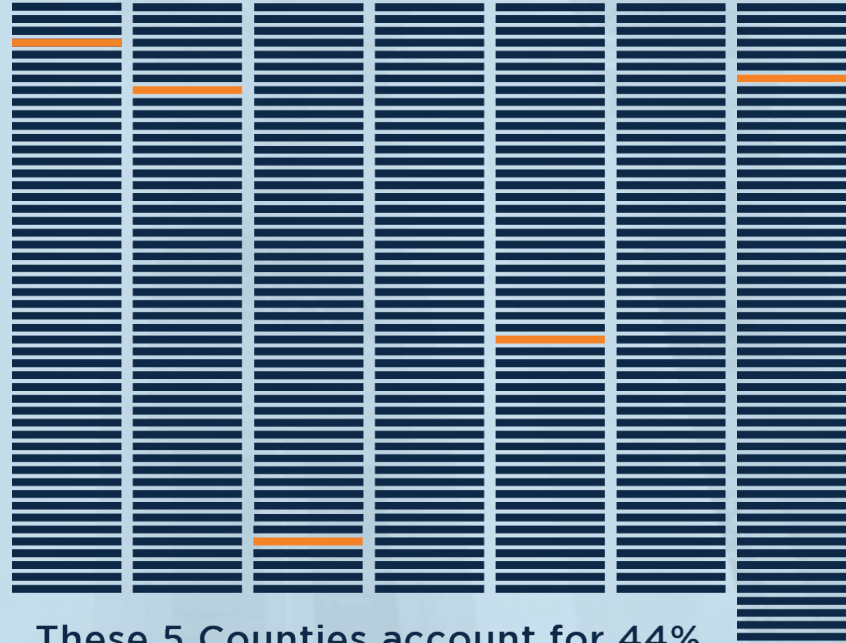
PRIMARY CARE PHYSICIAN IN
GRADUATE MEDICAL EDUCATION

PHYSICIAN SHORTAGE AND THEIR DISTRIBUTION EXACERBATES CHALLENGES TO HEALTH, WELL-BEING, AND ACCESS TO CARE

57%
of physicians

PRACTICE IN ONLY
5
COUNTIES

254 TEXAS COUNTIES



These 5 Counties account for 44%
of the Texas population

PHYSICIAN SHORTAGE AND THEIR DISTRIBUTION EXACERBATES CHALLENGES TO HEALTH, WELL-BEING, AND ACCESS TO CARE

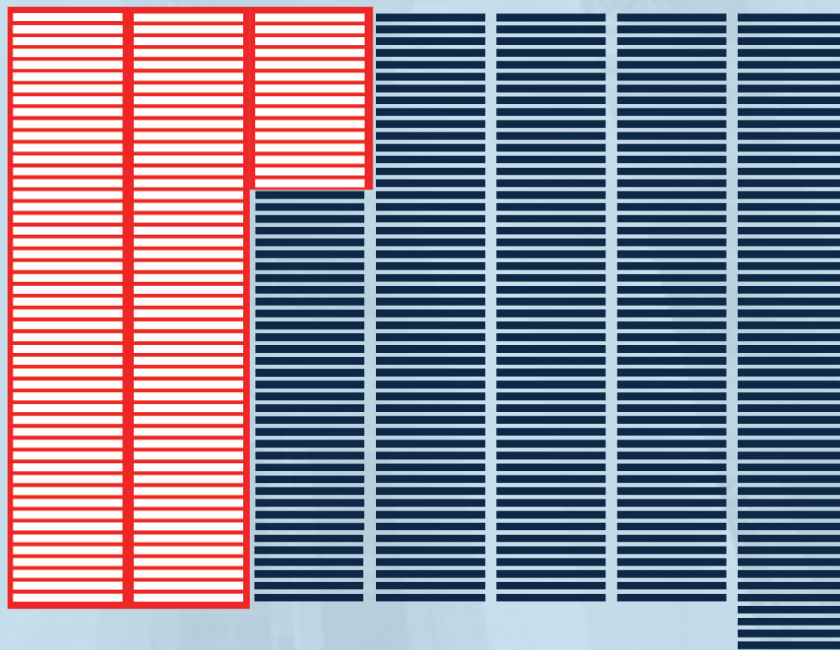
115
COUNTIES

HAVE

5

OR FEWER PHYSICIANS

5 OR FEWER PHYSICIANS

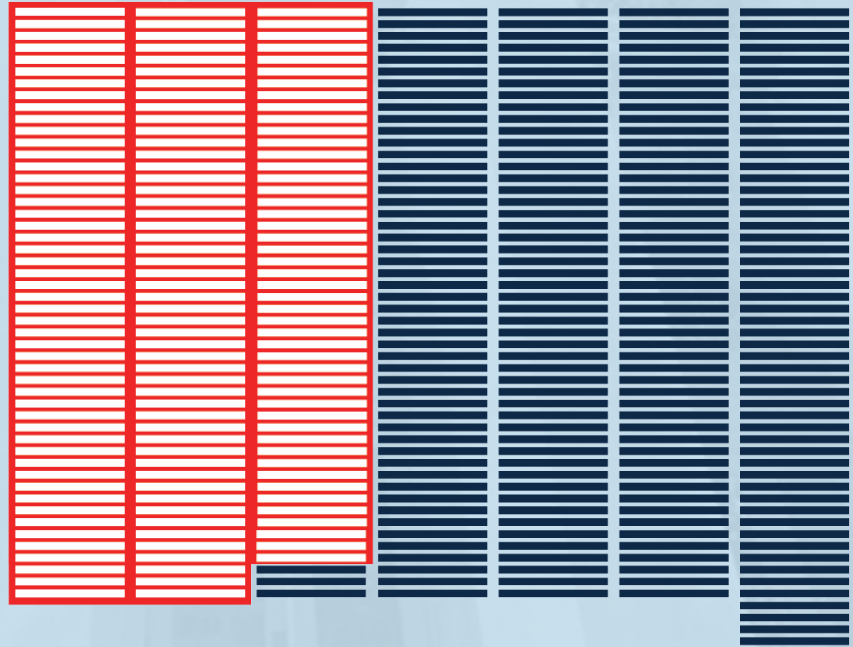


PHYSICIAN SHORTAGE AND THEIR DISTRIBUTION EXACERBATES CHALLENGES TO HEALTH, WELL-BEING, AND ACCESS TO CARE

147
COUNTIES

HAVE
0
OB/GYN

NO OB/GYN



OTHER CHALLENGES TO HEALTH AND WELL-BEING

The health care profession in Texas does not generally reflect the population for which it cares.

Physicians are one example:

HISPANIC SHARE OF POPULATION

40%



HISPANIC SHARE OF PHYSICIAN POPULATION

10%



SUMMARY OF THE ASSESSMENT



POPULATION GROWTH

RAPID GROWTH
URBAN FOCUS
TRENDING DIVERSITY



ECONOMIC GROWTH

HIGH GROWTH
DIVERSE JOB BASE



ECONOMIC DISPARITY

RIISING WAGE
INEQUALITY
EARNINGS DIRECTLY
RELATED TO
EDUCATION LEVEL



HEALTH OUTCOMES

RIISING RATES OF
CHRONIC DISEASE
ACCESS IMPACTED BY
SHORTAGE AND
DISTRIBUTION OF
PROFESSIONALS

THE DRIVE FOR EXCELLENCE REMAINS A CONSTANT

ORIGINAL NINE POINTS OF THE FRAMEWORK FOR EXCELLENCE



THE DRIVE FOR EXCELLENCE REMAINS A CONSTANT

UNDERGRADUATE STUDENT ACCESS & SUCCESS

Increase 4-year graduation
rates relative to respective
peers

UNDERGRADUATE
STUDENT ACCESS
& SUCCESS

MAINTAIN
EXCELLENCE
THE FACULTY
ADMIN. &

PRODUCTIVITY
EFFICIENCY

INFORMATION
TECHNOLOGY
INFRASTRUCTURE
INVESTMENTS

PHILANTHROPY

PH.D. PROGRAMS

HEALTH & MEDICAL
EDUCATION

EXPANDING
EDUCATIONAL &
HEALTH
OPPORTUNITIES IN
SOUTH TX/BIG
GRANDE VALLEY

THE DRIVE FOR EXCELLENCE REMAINS A CONSTANT

RESEARCH

Technology Transfer and
Commercialization &
Augment STARs Funding

UNDERGRADUATE
STUDENT ACCESS
& SUCCESS

MAINTAIN
EXCELLENCE
THE FACULTY
ADMIN. &

PRODUCTIVITY
EFFICIENCY

INFORMATION
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GRANDE VALLEY

THE DRIVE FOR EXCELLENCE REMAINS A CONSTANT

INFORMATION TECHNOLOGY INFRASTRUCTURE INVESTMENTS

Increase in computational
power; shared services

UNDERGRADUATE
STUDENT ACCESS
& SUCCESS

MAINTAIN
EXCELLENCE
THE FAL
ADMIN.

ACTIVITY
EFFICIENCY

INFORMATION
TECHNOLOGY
INFRASTRUCTURE
INVESTMENTS

PHILANTHROPY

PH.D. PROGRAMS

HEALTH & MEDICAL
EDUCATION

EXPANDING
EDUCATIONAL &
HEALTH
OPPORTUNITIES IN
SOUTH TX/BIG
GRANDE VALLEY

THE DRIVE FOR EXCELLENCE REMAINS A CONSTANT

EXPANDING EDUCATION & HEALTH OPPORTUNITIES IN SOUTH TEXAS

New University in South
Texas, including a medical
school

UNDERGRADUATE
STUDENT ACCESS
& SUCCESS

MAINTAIN
EXCELLENCE
THE FACULTY
ADMIN. &

PRODUCTIVITY
EFFICIENCY

INFORMATION
TECHNOLOGY
INFRASTRUCTURE
INVESTMENTS

PHILANTHROPY

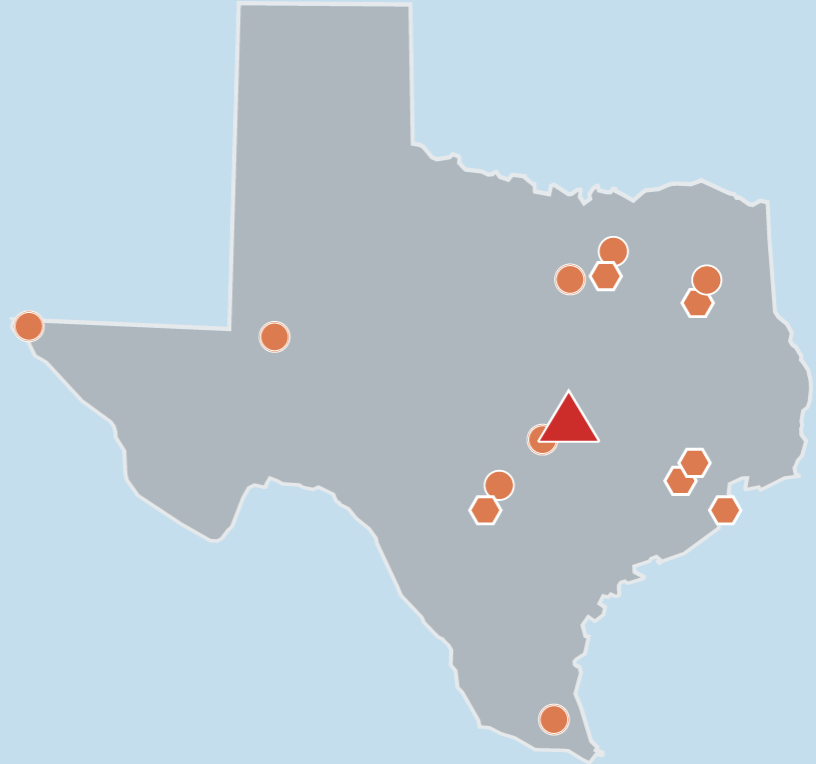
PH.D. PROGRAMS

HEALTH & MEDICAL
EDUCATION

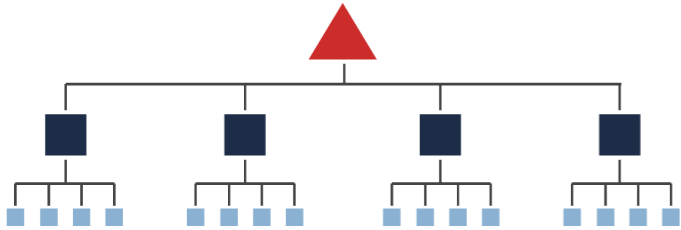
EXPANDING
EDUCATIONAL &
HEALTH
OPPORTUNITIES IN
SOUTH TX/BIG
GRANDE VALLEY



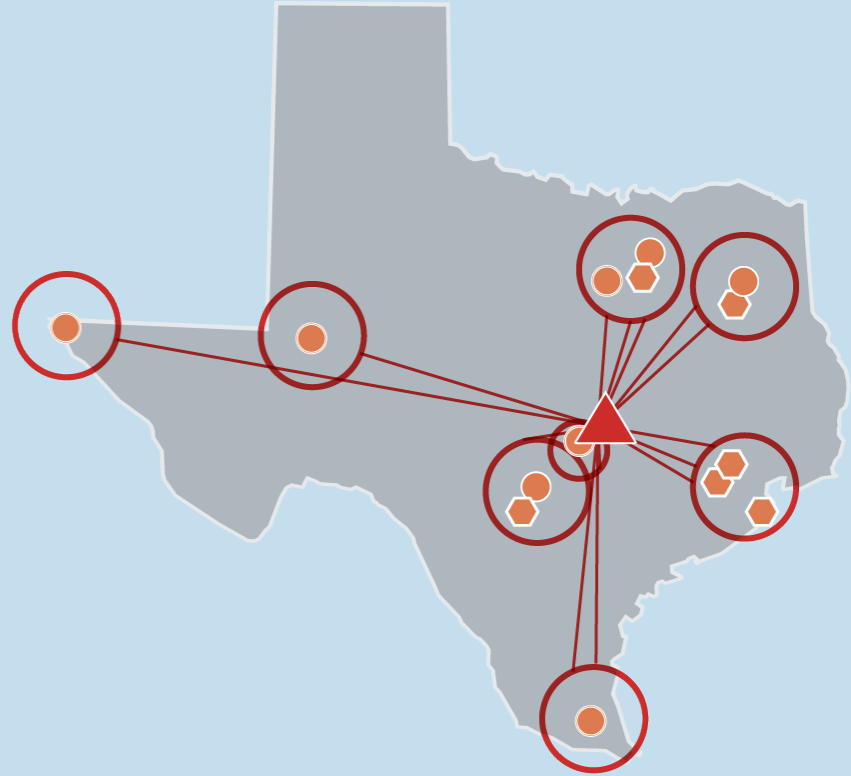
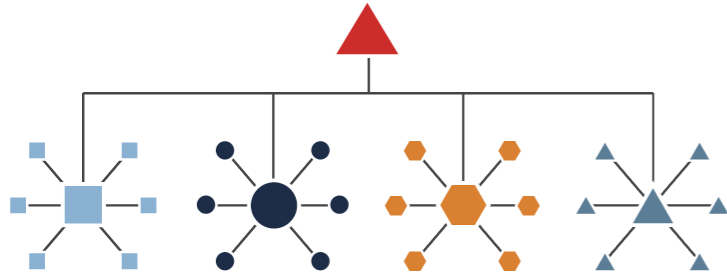
TEAMS THAT SERVE TEXAS WITH EXCELLENCE



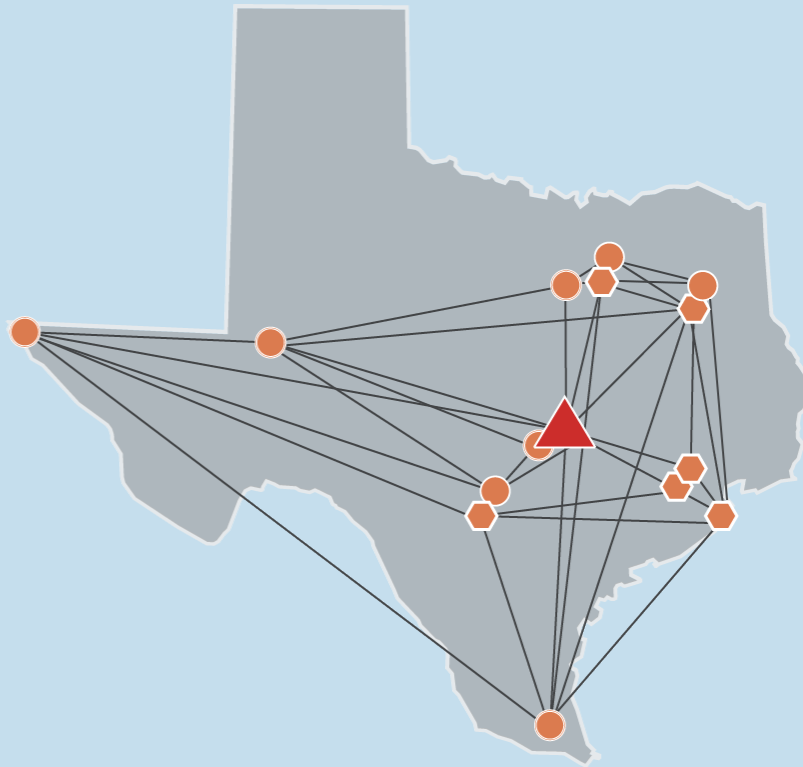
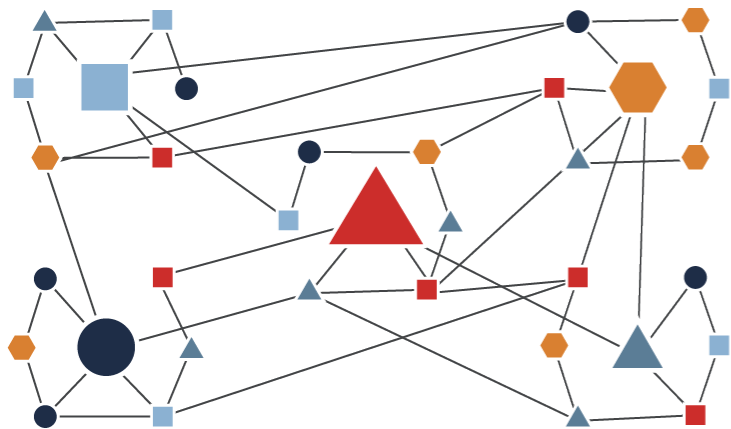
COMMAND



COMMAND OF TEAMS



TEAM OF TEAMS



**SCALING OUR STRENGTHS
TO MAKE  QUANTUM LEAPS**

The background of the slide features a photograph of a modern building's entrance, characterized by large glass doors and a series of stairs leading up to them. The entire image is covered with a semi-transparent blue overlay, which serves as a backdrop for the white text.

CHALLENGES TO THE STUDENT POPULATION

FOR THE CHALLENGES IN THE STUDENT POPULATION

There are issues in the
student population.
Attrition rates en route
to a degree are
concerning.

**OUT OF 100
8TH GRADERS...**



OUT OF

100

8TH GRADERS

68

WILL RECEIVE
HIGH SCHOOL
DIPLOMAS



OUT OF

100

8TH GRADERS

50

WILL **ENROLL**
IN COLLEGE



OUT OF

100

8TH GRADERS

20

WILL GRADUATE
FROM COLLEGE



4TH GRADE READING LEVELS



HISPANIC

BELOW BASIC

BASIC

PROFICIENT

ADVANCED

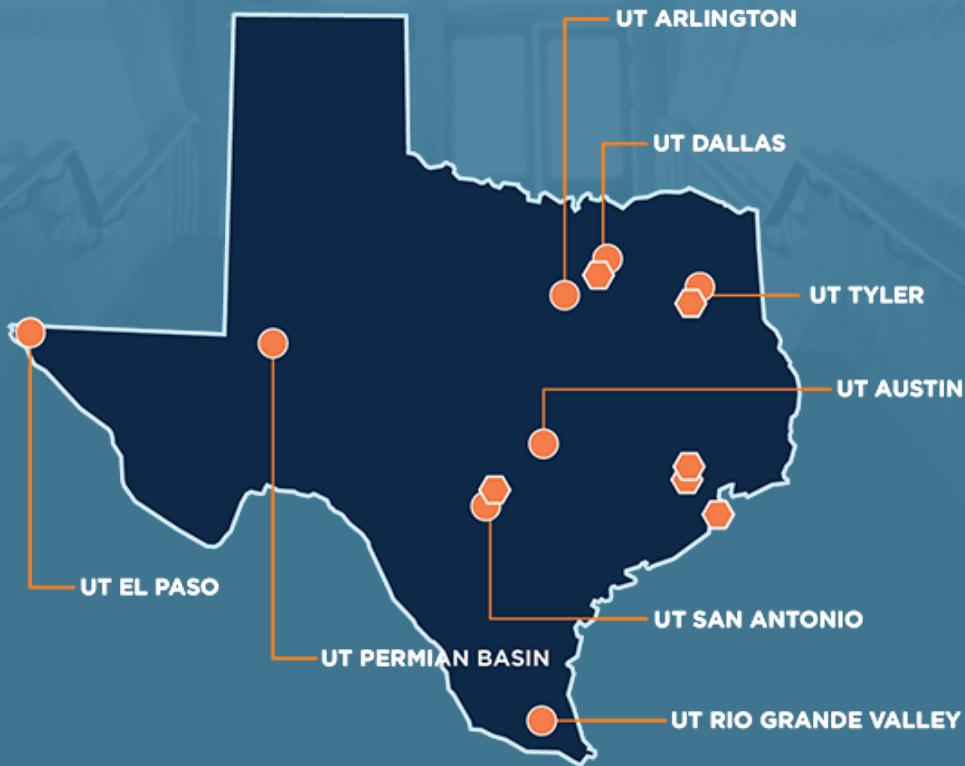


ANGLO



THE TEXAS PROSPECT INITIATIVE

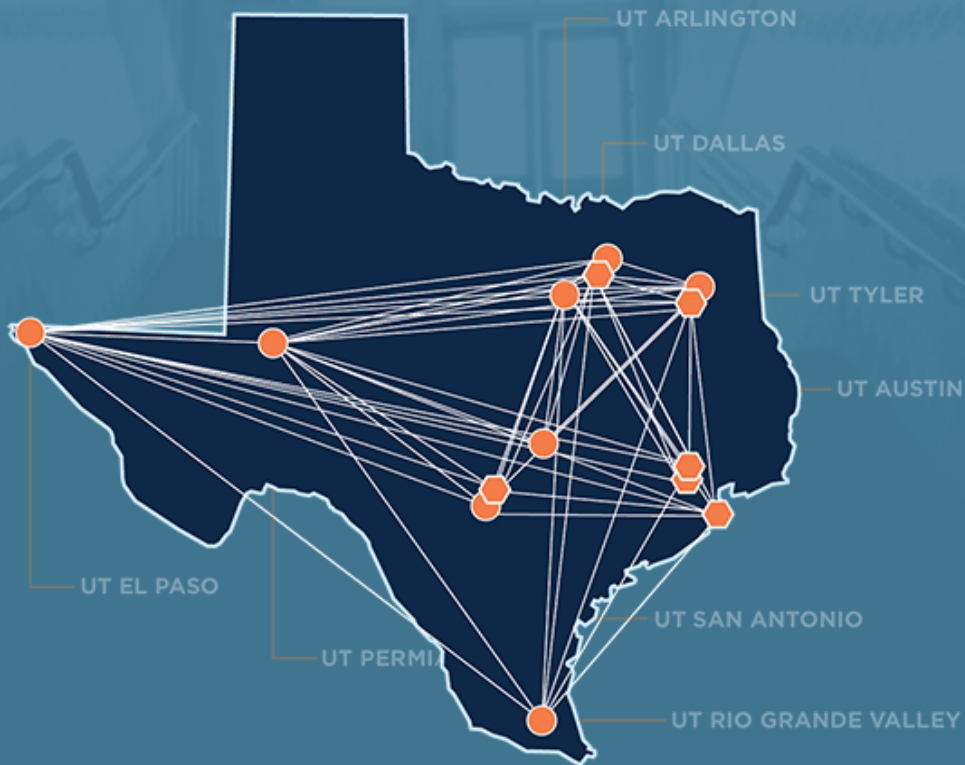
We will change higher education's relationship with pre-K through 12 education and engage in a way never done before to maximize opportunities and outcomes.





THE TEXAS PROSPECT INITIATIVE

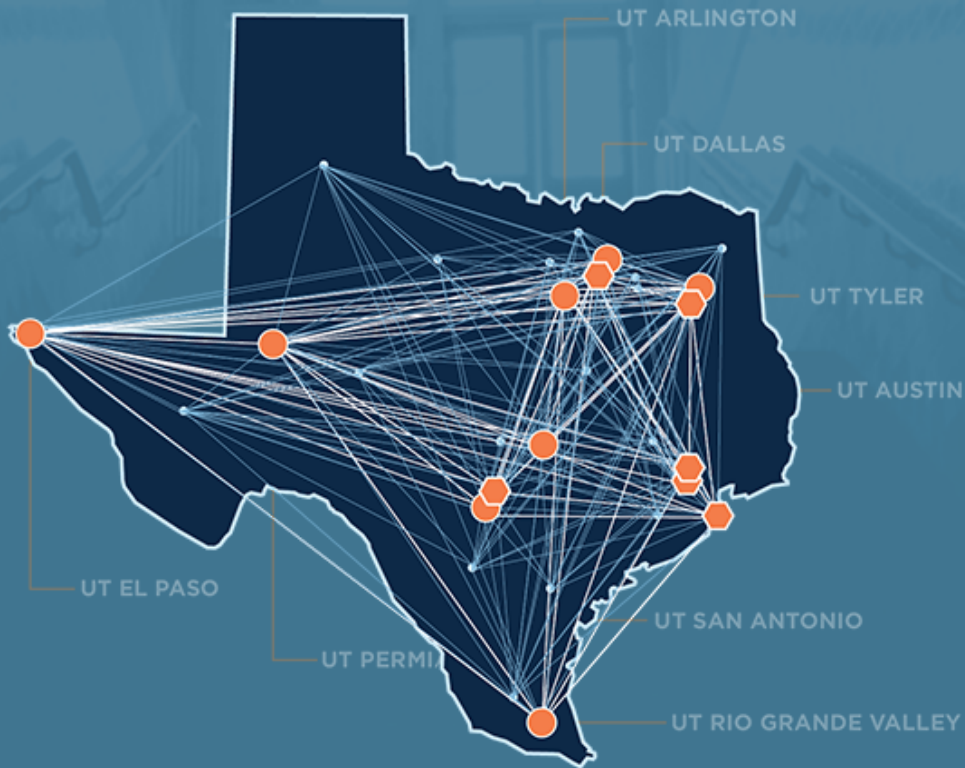
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THE TEXAS PROSPECT INITIATIVE

We will change higher education's relationship with pre-K through 12 education and engage in a way never done before to maximize opportunities and outcomes.



TO ADDRESS THE NEED FOR LEADERSHIP

TO ADDRESS THE NEED FOR LEADERSHIP

86%

consider the world and business in a
“leadership crisis.”







THE AMERICAN LEADERSHIP PROGRAM

We will implement a core curriculum of leadership on every campus in the UT System to build men and women of character and integrity who can lead our state, our nation and our world.







**TO RECRUIT, DEVELOP, AND
RETAIN THE BEST FACULTY**



Dr. David Nygren
UT Arlington



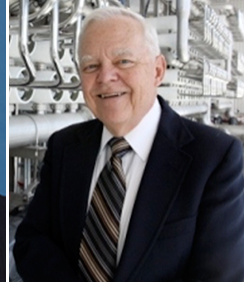
Dr. Bob Metcalfe
UT Austin



Dr. Denise Park
UT Dallas



Dr. Ravi Sandhu
UT San Antonio



Dr. Thomas Davis
UT El Paso



Dr. Rena Bizios
UT San Antonio



Dr. James P. Allison
UT MD Anderson



Dr. Bruce Beutler
UT Southwestern

Outstanding faculty come to places
that have outstanding students and
outstanding students come to places
that have outstanding faculty.



WIN THE TALENT WAR

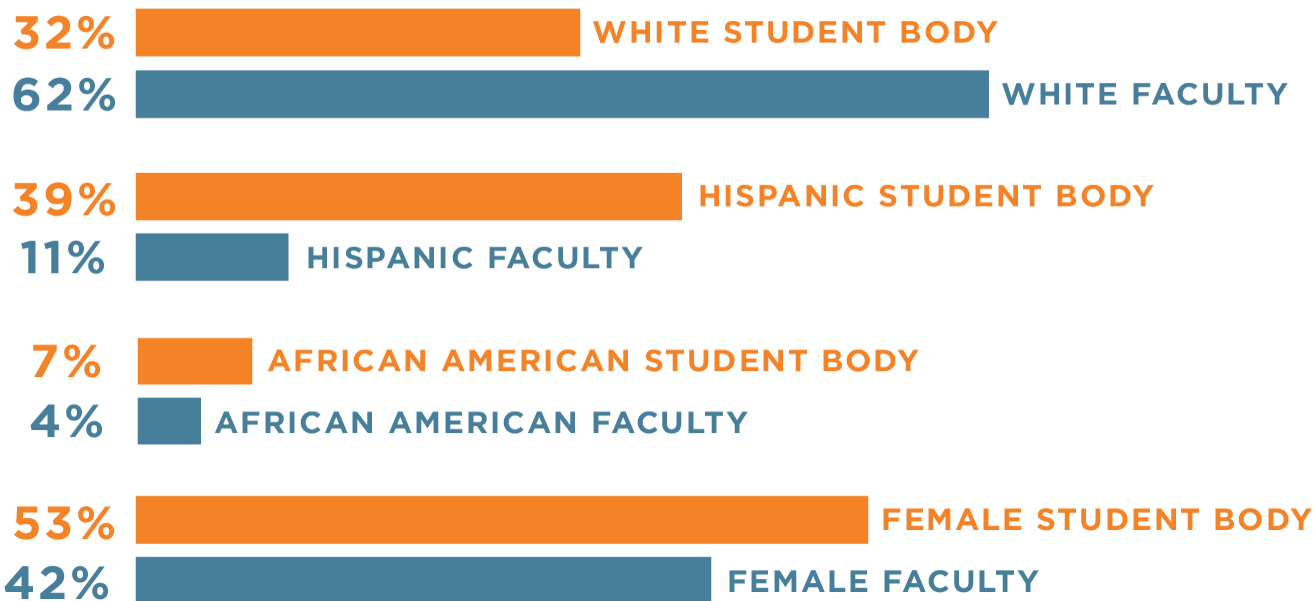
We will make an unparalleled investment in pursuit of the next generation of outstanding faculty to ensure all our campuses have the world class scholars they need to meet the growing demands of our student population.



**FOR THE CHALLENGES WE
FACE IN DIVERSITY**

THE POPULATION WE TEACH

UT SYSTEM DIVERSITY





THE DRIVE FOR DIVERSITY AND FAIRNESS

We will ensure qualified women and minorities will be considered for senior administrator positions.

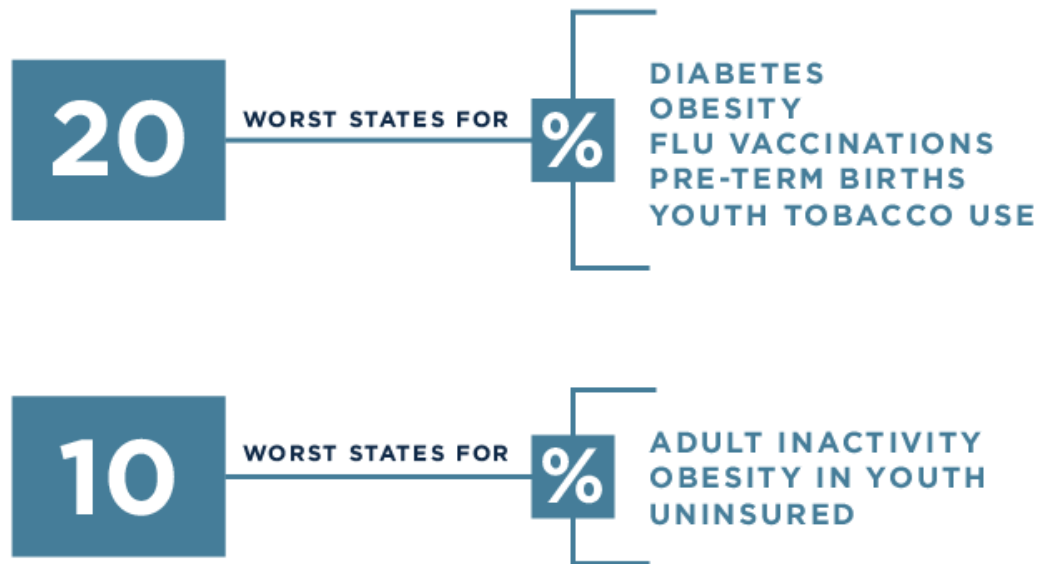
FOR THE HEALTH OF TEXAS



**TEXAS RANKS POORLY ACROSS MANY DISEASE
CONDITIONS WHERE RISK FACTORS ARE MODIFIABLE.**

**TEXAS
MUST BE
HEALTHIER**

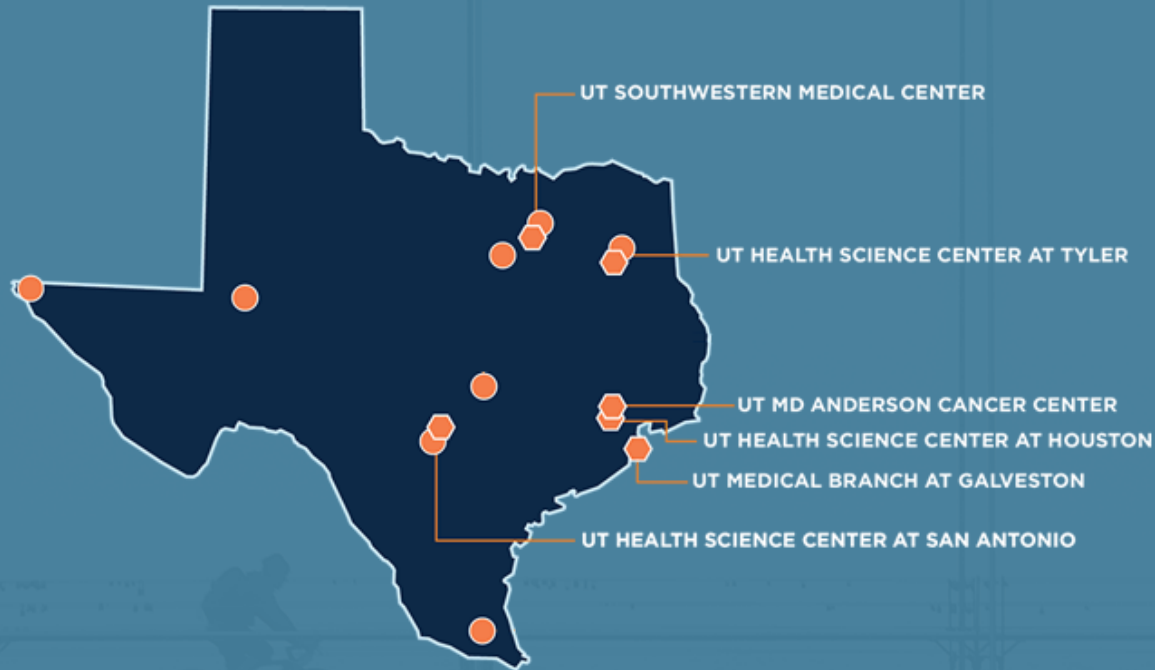
TEXAS IS AMONG THE





THE UT HEALTH CARE ENTERPRISE

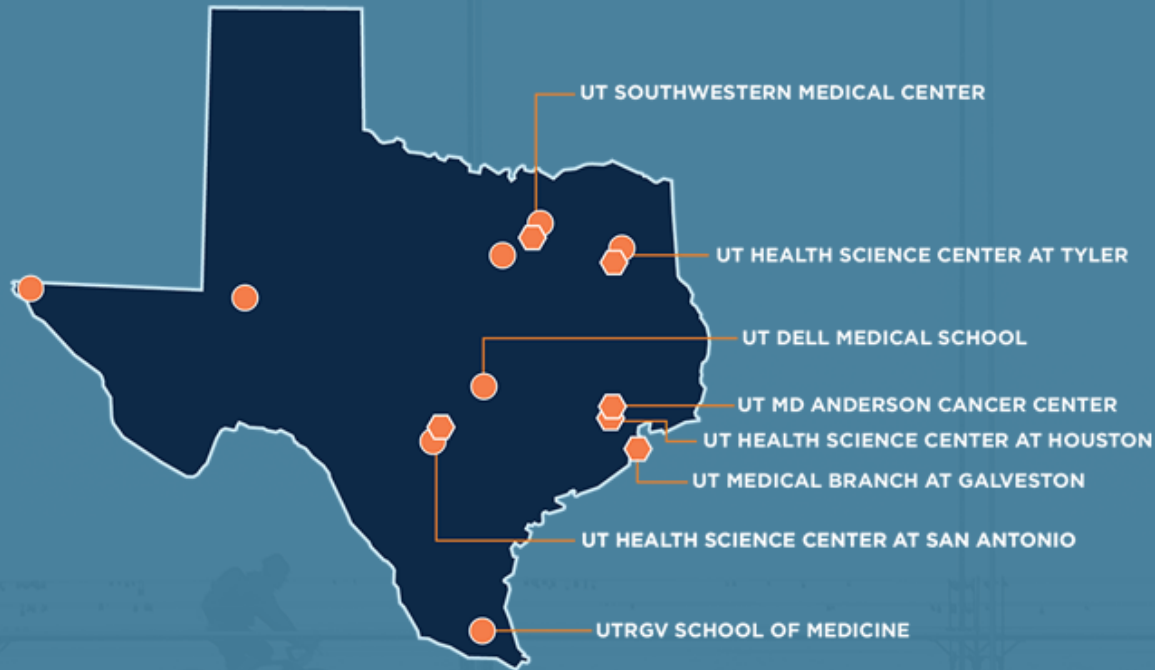
We will develop a collaborative health care enterprise that will leverage our size, our expertise, and connect our regional capabilities to ensure we provide Texas, the nation and the world with the finest health care possible.





THE UT HEALTH CARE ENTERPRISE

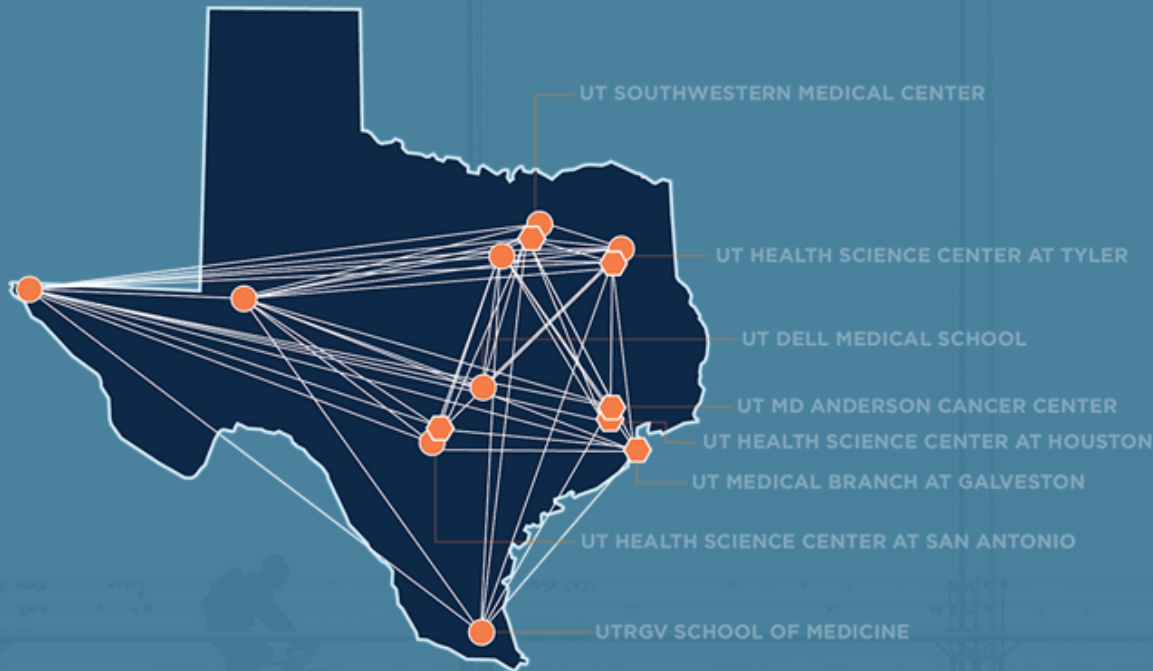
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THE UT HEALTH CARE ENTERPRISE

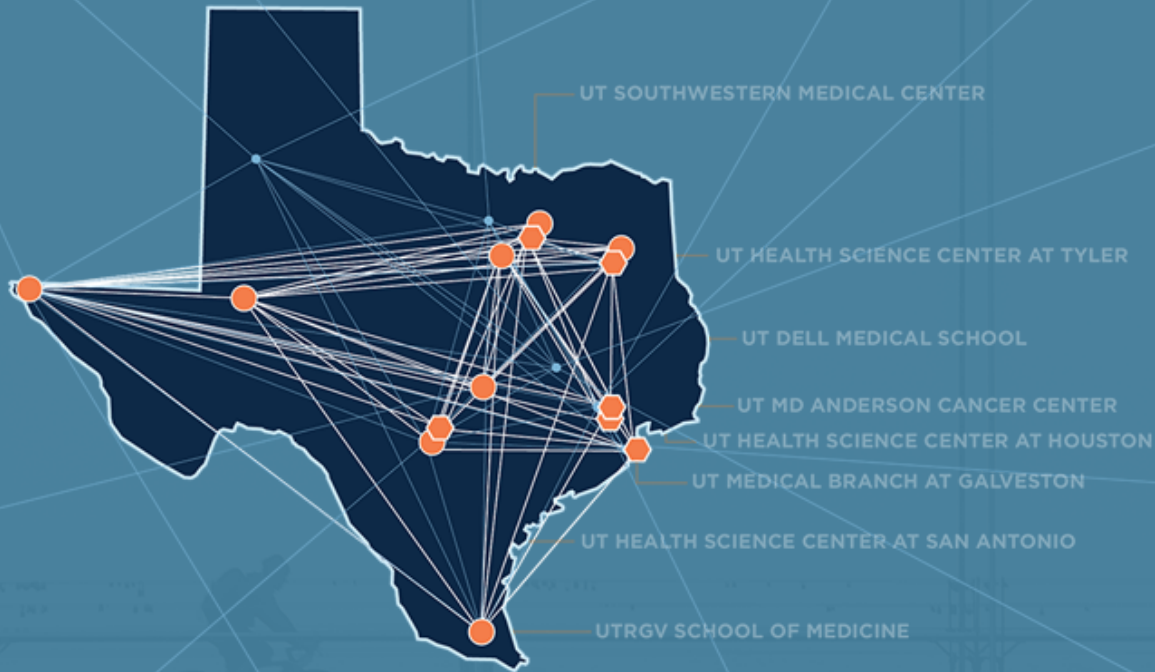
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THE UT HEALTH CARE ENTERPRISE

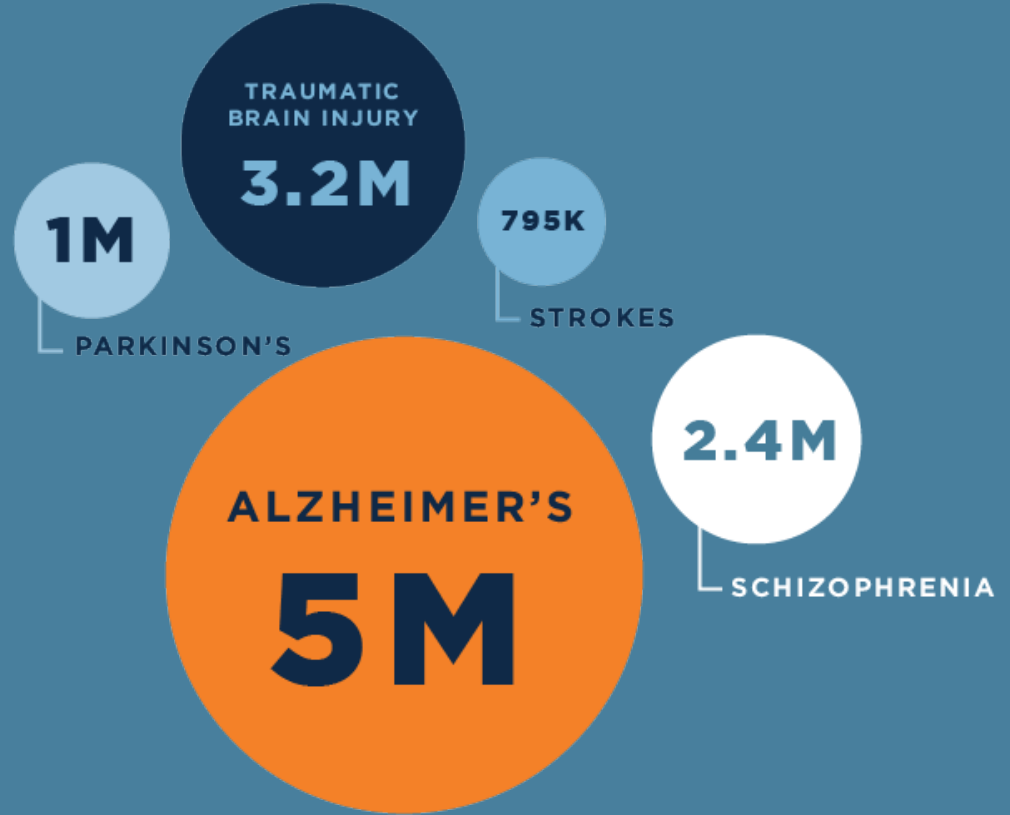
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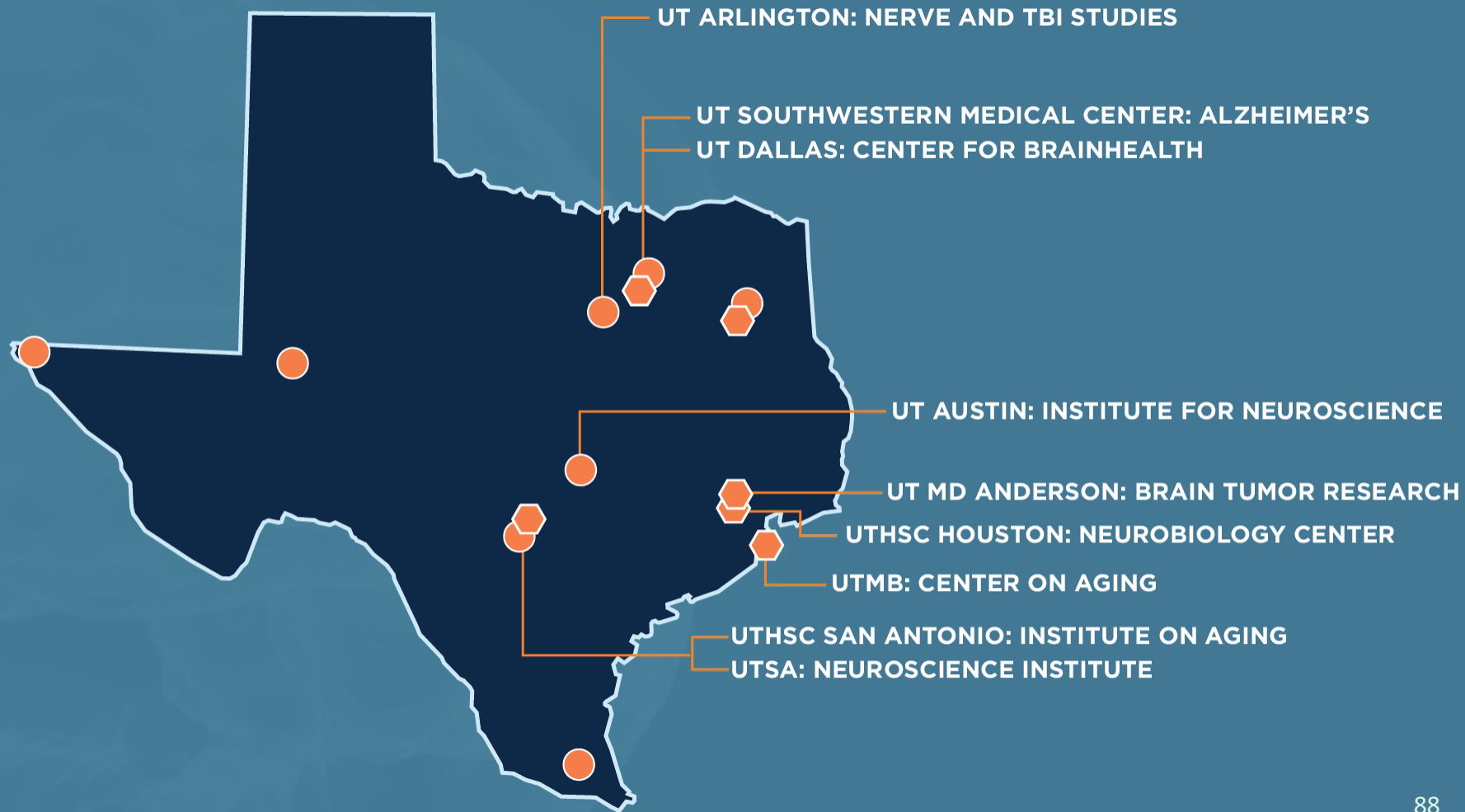


**FOR THE CHALLENGES IN
BRAIN HEALTH**

HUMAN COST

In America, neurological illnesses and mental disorders inflict inordinate human suffering every year.

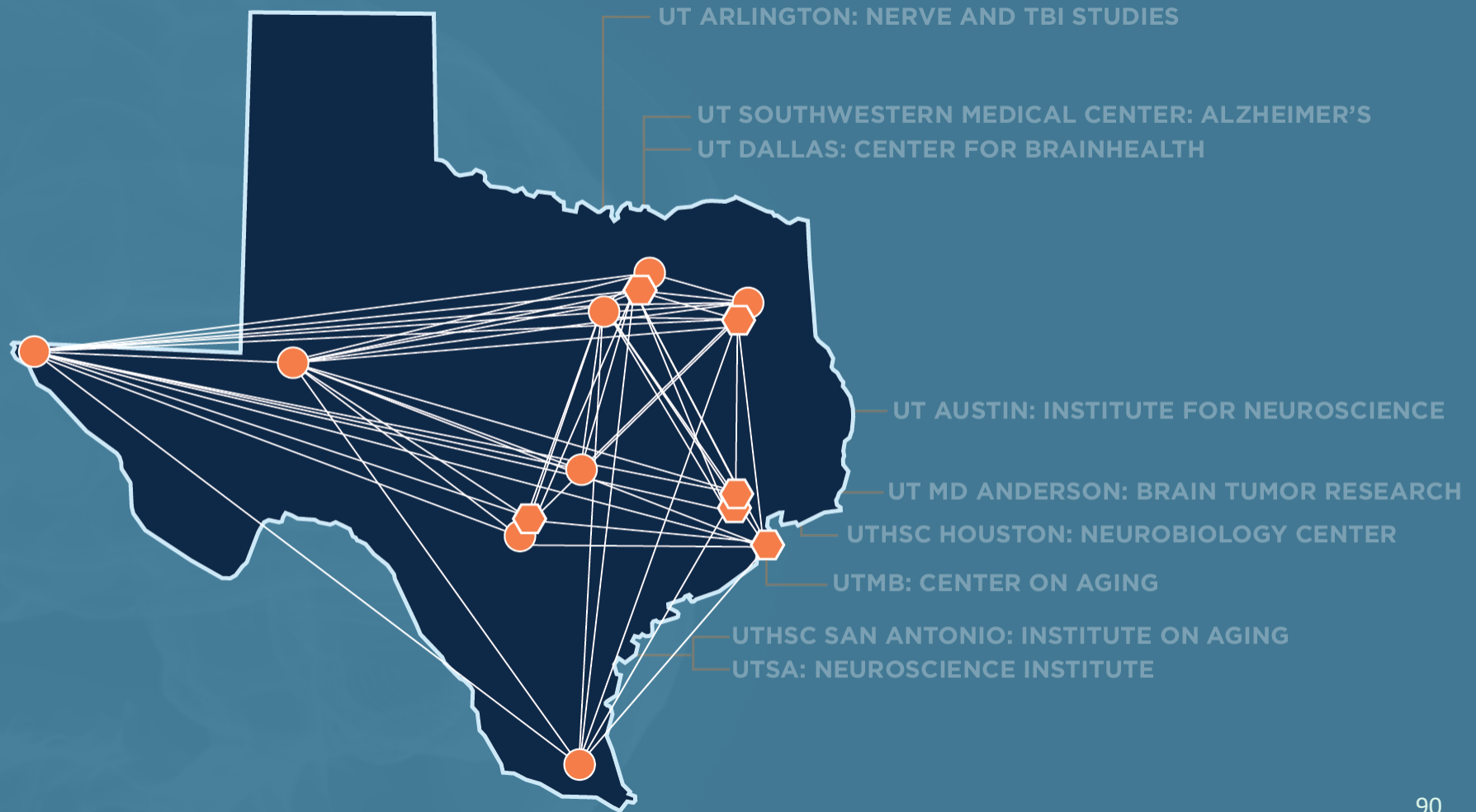






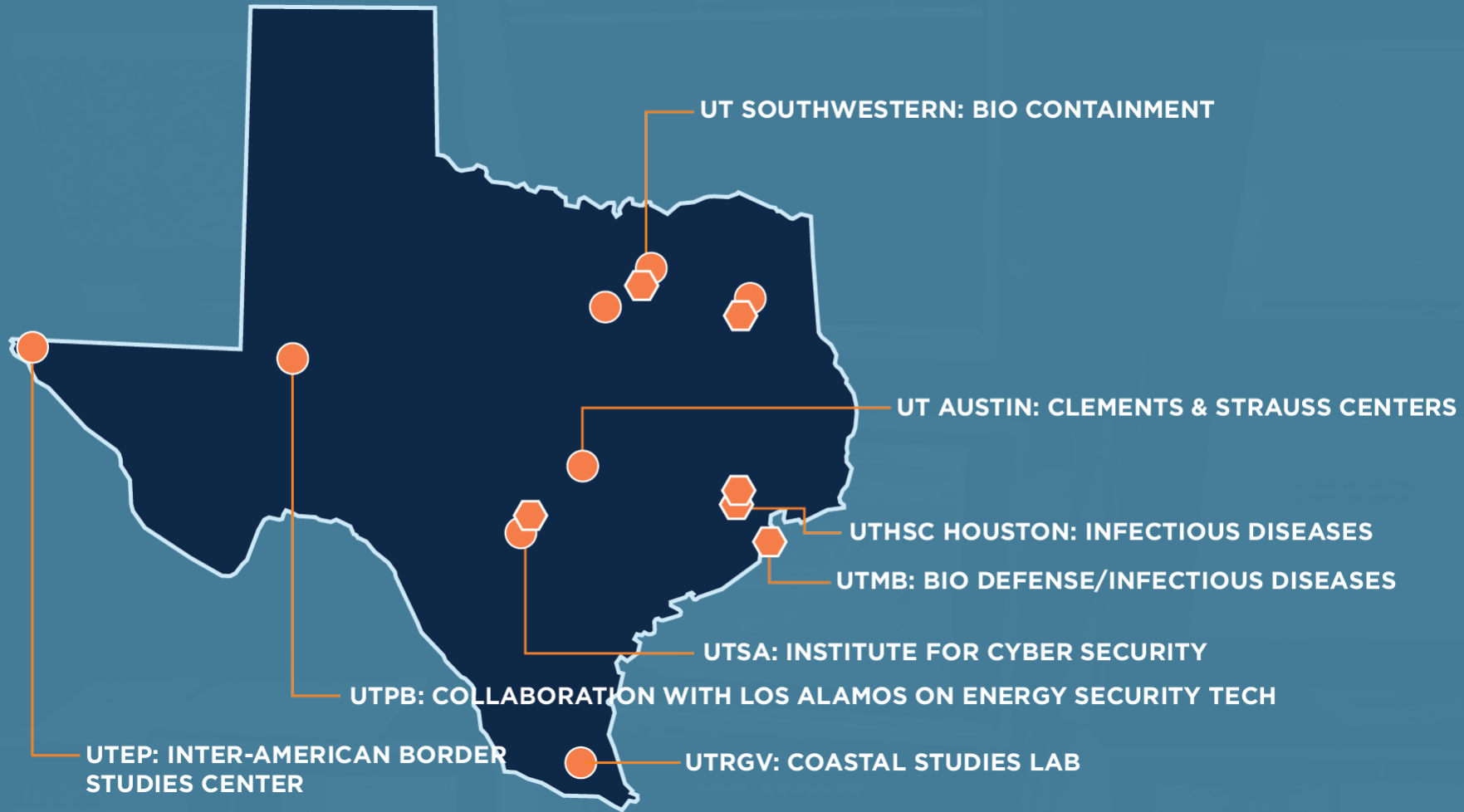
A REVOLUTION IN BRAIN HEALTH

We will undertake an effort similar to the scale of the Manhattan Project to understand, prevent, treat, and cure the diseases of the brain.





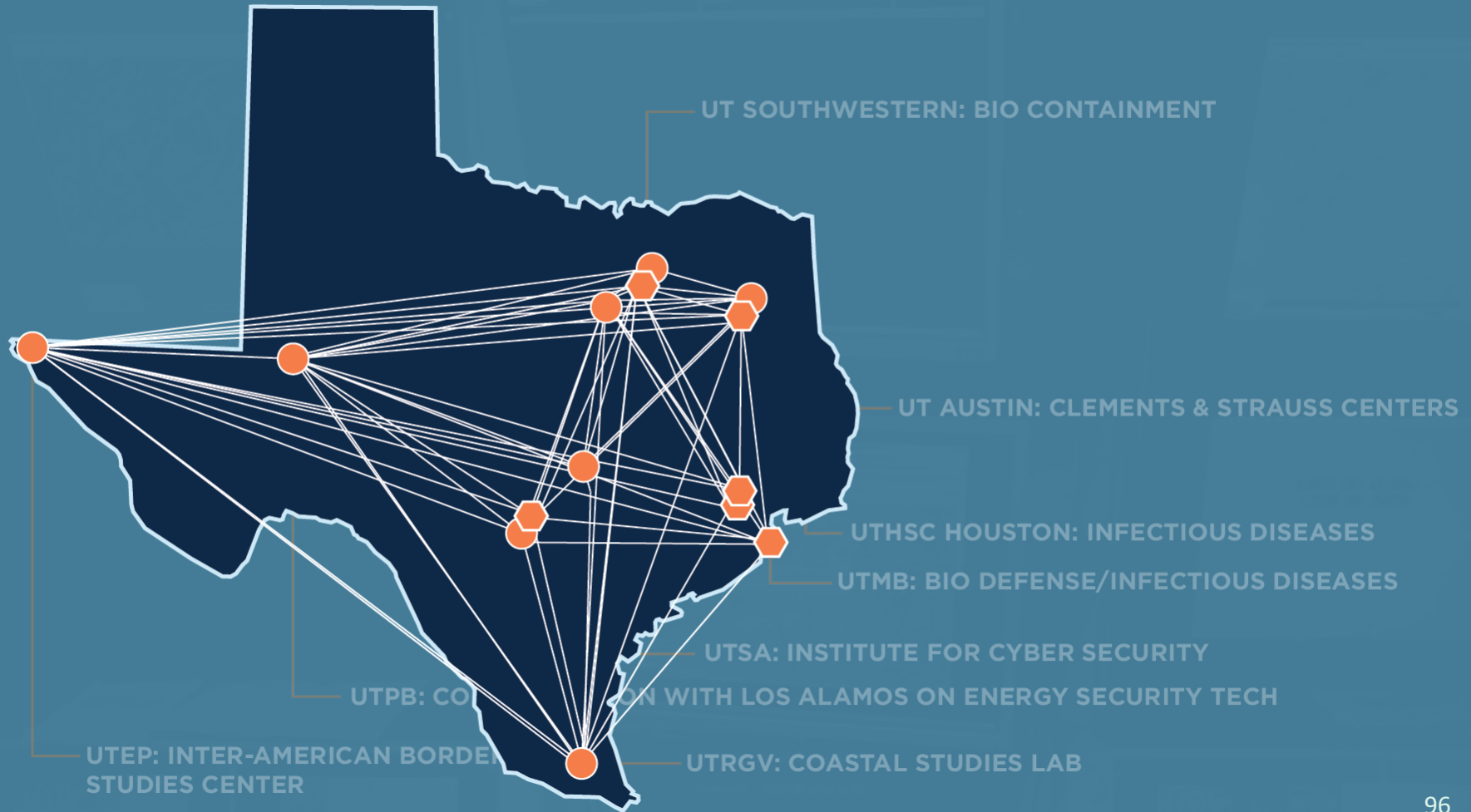
SECURITY CHALLENGES FACING THE NATION

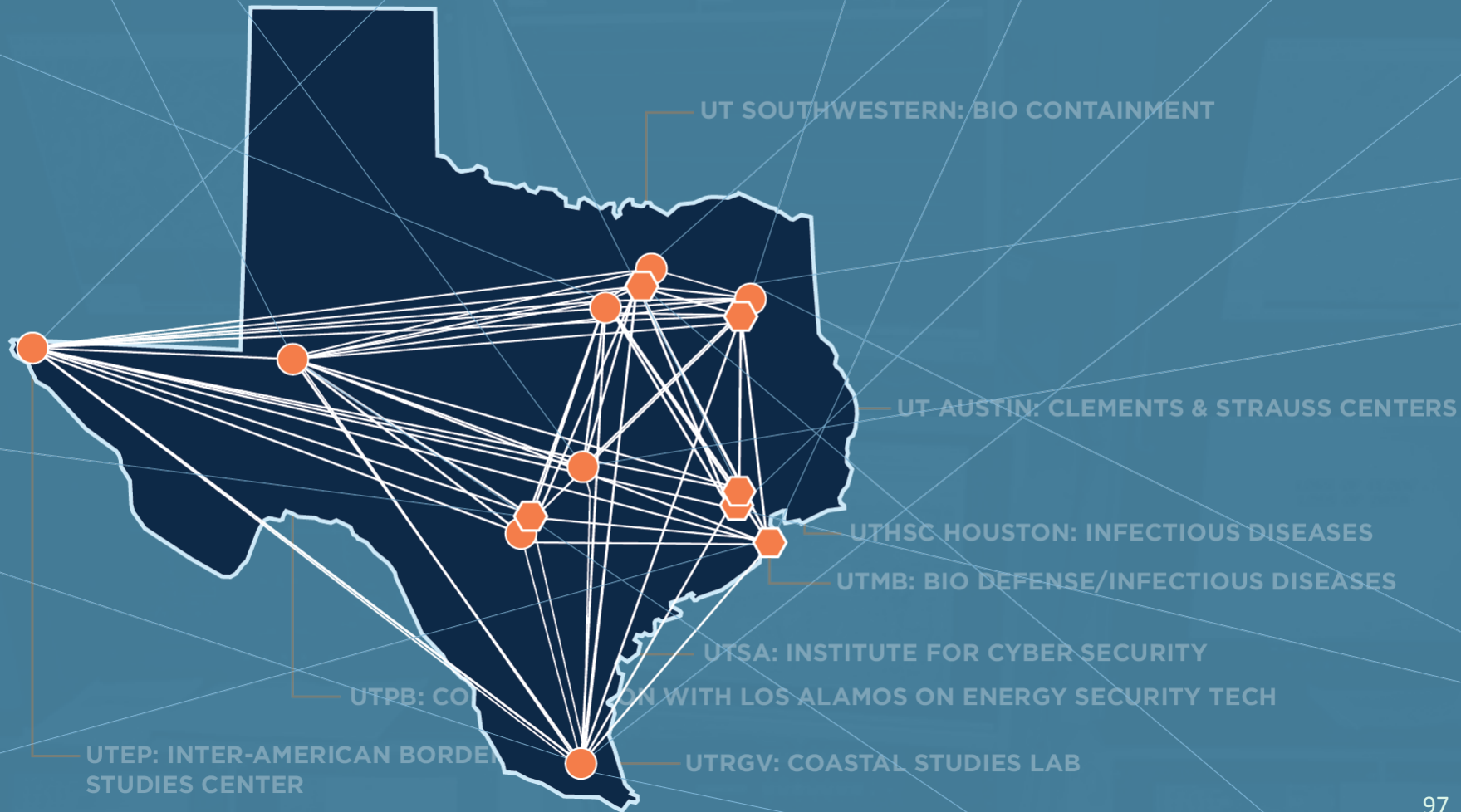




THE UT NETWORK FOR NATIONAL SECURITY

We will establish a Systemwide alliance of national security experts drawn from more than 40 centers and institutes to elevate Texas to a national authority on issues of critical importance facing the world today.





**TO MEET THE NEEDS
OF TEXAS**

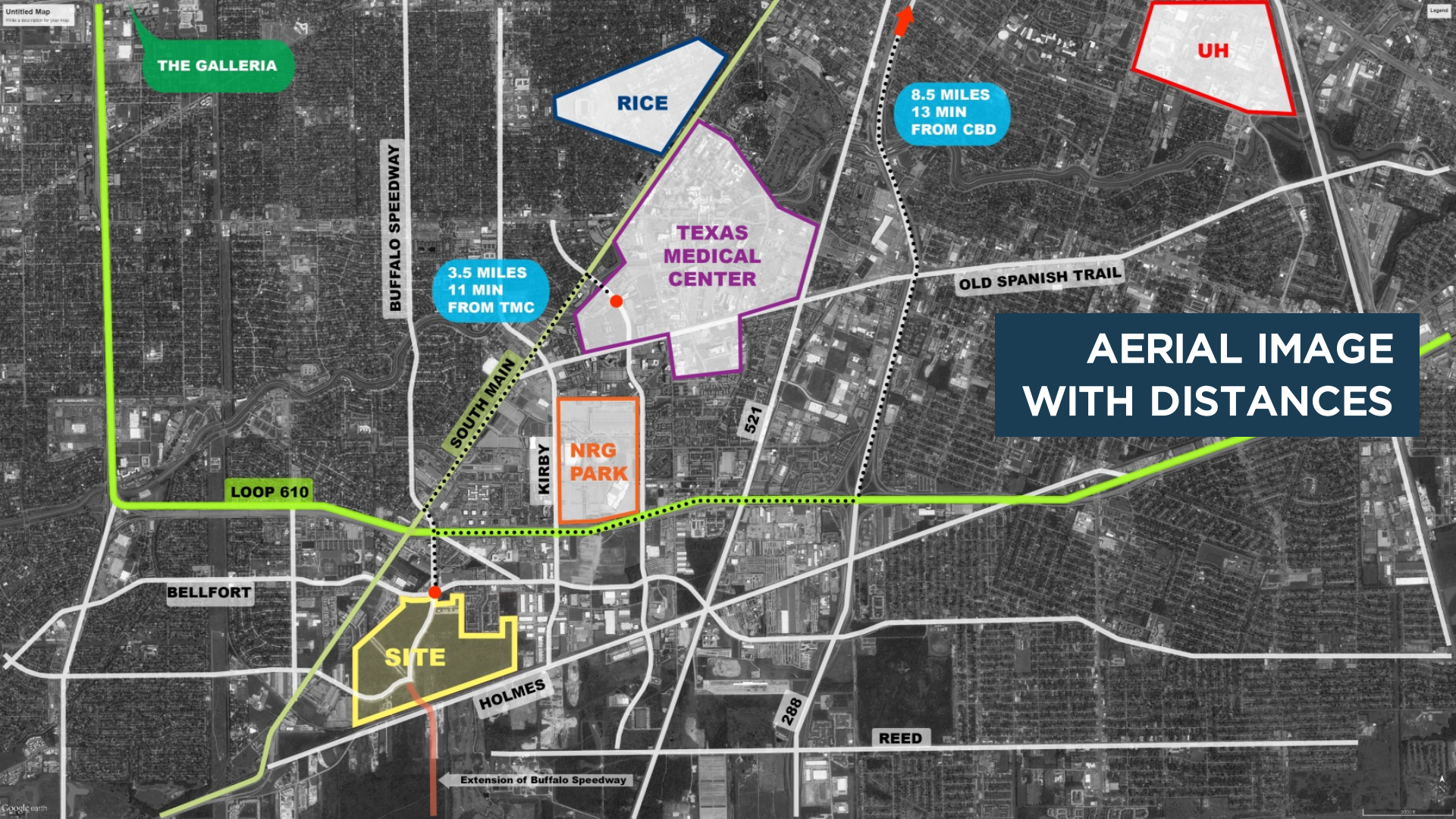


EXPAND THE SCALE OF OUR STRENGTH

We will broaden our footprint in the city of Houston to take advantage of its size, strength of institutions, and talent of the professionals in science, business, health care and the arts.

AERIAL IMAGE





THE GALLERIA

RICE

UH

TEXAS
MEDICAL
CENTER

3.5 MILES
11 MIN
FROM TMC

8.5 MILES
13 MIN
FROM CBD

OLD SPANISH TRAIL

AERIAL IMAGE
WITH DISTANCES

NRG
PARK

LOOP 610

BELLFORT

SITE

HOLMES

REED

Extension of Buffalo Speedway



CONCEPT RENDER ONLY



SUMMARY

ETHOS

We build and sustain Texas' finest institutions of higher education and health care.

Our priority is to the students and the patients in our care.

We are unyielding in our drive to advance student success, innovation and the well-being of the citizens of Texas.

We communicate in all directions and with the utmost transparency, so that the members of the System and those outside the organization see and understand all that we are doing.

We build trust through our actions — personal and professional; our credibility is our greatest asset.

Our actions are moral, legal and ethical and we hold ourselves accountable when we fail to achieve this standard.

**We will be known as the most innovative,
responsive and dedicated public university
system in the nation.**

The seal of the University of Texas System is visible in the background on the left side of the slide. It features a five-pointed star in the center, surrounded by a wreath. Above the star is an open book. The words "UNIVERSITY OF TEXAS" are visible at the top, and "PRÆSIDIUM" is visible below the book. The entire seal is rendered in a dark blue color.

THE UNIVERSITY OF TEXAS SYSTEM

LEADING IN A COMPLEX WORLD

A Strategic Approach, 2015 - 2020

William H. McRaven, Chancellor

U. T. System Board of Regents' Meeting
November 2015