

Preview of Implementation of the UT Dallas Strategic Plan



**Presentation to School of Management Advisory Board
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Strategic Goals

- **Top Tier Research University**
 - \$100 M in Annual Research
 - Top Quality in Everything We Do

- **Maintain Current Focus**
 - Science
 - Engineering
 - Management
 - Supporting Areas Critical to Mission and Region

- **Build Strong Linkages with our Community**

Initiative One: Tomorrow's Inventions

The University aspires to become one of the nation's best research universities. Research is significant only if someone uses it – the School of Management will produce leaders of business success.

Initiative One Components:

- **Research Enterprise Initiative (SOM Strengths)**
- **The BioWorld (Business of Medicine)**
- **Nanotechnology (Management of Technology Businesses)**

Initiative Two:

Preparing Students for Tomorrow's Challenges

The purpose of universities is to educate students and to prepare them for a lifetime of contribution, leadership, and personal fulfillment.

Initiative Two Components:

- The Education of Leaders
(Coaching; Leadership; Boards; etc.);
- Living-Learning Communities (Entrepreneurship; Business);
- Investment in People; and
- Enhancement of Diversity and Inclusion.

Initiative Three:

Managing Change in a Constantly Changing Society

The University will lead the constructive management and adaptation to our changing world.

Initiative Three Components:

- **Dynamic Change Management** (Exec. Ed. Programs);
- **Innovative Centers and Institutes** (Frank Bass Center for Marketing Science, Center for Global Business, Institute for Excellence in Corporate Governance, Institute for Innovation and Entrepreneurship, etc.)

Initiative Four: Securing the Safety of the Future

UT Dallas will contribute to ensuring the safety of the nation's citizens, through new technology, new knowledge, and by promoting awareness.

Initiative Four Components:

- National and Global Security (Center for Global Business)
- Energy and the Environment

Initiative Five:

Improving Health and Quality of Life

UT Dallas will focus on improving the health and quality of life of individuals and society.

Initiative Five Components:

- Life Science Health Collaborations
(Health Care Management)
- Enhanced Quality of Life

Initiative Six:

Making a Great City Even Greater

A leading university contributes significantly toward enhancing the quality of life in its community.

Initiative Six Components:

- K-16 Education (SOM Role, e.g., Entrepreneurship?)
- The Arts
- Business Leadership (School of Management)
- Community Outreach (Executive Education)
- University Village (Businesses)

Imperative One: Double Size of Faculty

Distribution of Planned Faculty Hires

School	Current Faculty	New Faculty in 10 Years
Arts & Humanities	43	65 (+22)
Behavioral & Brain Sciences	38	53 (+15)
Economic, Political & Policy Sciences	60	80 (+20)
Engineering & Computer Science	86	175 (+89)
General Studies	3	3
Management	78	107 (+29)
Natural Sciences & Mathematics	74	127 (+53)
TOTAL	382	610

Imperative Two: Enroll 5,000 New Students

New Degree Programs & Student Enrollment in 10 Years

School	New Degree Programs	New Students
Arts and Humanities	Arts and Technology (Ph.D.), Emerging Media & Communication, and Medical & Scientific Humanities	390
Behavioral and Brain Sciences	Psychological Sciences (MS) and Speech Pathology (Ph.D.)	50
Economic, Political, and Policy Sciences	International Political Economy (BS, BA, MS), Public Policy (MPP), Legal Studies (MLS), Legislative Affairs (MA), and Political Science (MA)	420
Engineering and Computer Science	Materials Science and Engineering, Bioengineering, Mechanical Engineering, and Chemical Engineering	1040
Management	Healthcare Management (MS), Supply Chain Management (MS), Finance (MS), and Marketing (MS)	600
Natural Sciences and Mathematics	Actuarial Science, Biostatistics (MS, Ph.D.), Biotechnology (MS, Ph.D.), Molecular Biophysics (BS),	320
	TOTAL	2820

And Grow Existing Programs by at Least 2% Per Year

Imperative Three: **More than Double Research**

UT Dallas will increase its annual research expenditures to at least \$100 million:

- Increase faculty conducting external research from 150 (current) to 370 (10 years);
- Add 25 new professional research staff;
- Provide needed research support administration;
- Reward research success; and
- Build necessary research infrastructure.

Imperative Four: Tell UT Dallas' Story Better

UT Dallas will communicate its unique strengths and accomplishments with major stakeholders.

- Identification of core messages
- Creation of integrated communications program
- Goal-driven marketing campaigns to reach specific audiences
- School of Management must play a key role – it is a major part of UT Dallas' story

Imperative Five: Improve Annual Giving & Endowment

Summary of 10-year Private Funding Needs (\$450 Million)

Program	Endowment	Current Use
Faculty Professorships and Chairs	90	
Graduate Student Fellowships	50	
Expand Eugene McDermott Scholar Program	10	
Scholarships for Undergraduates	30	
School Endowments (Naming opportunities)	90	
Signature Programs and Laboratories	30	30
Buildings		60
Faculty Start-Up		5
Research		30
Campus Enhancement and Beautification		20
Arts		5
SUBTOTAL:	\$300 M	\$150 M

Building and Infrastructure Plan

- University occupies 2.8M sq feet (SOM: 190,000 sq ft)
- Additional 1.6M sq feet needed (SOM: 80,000 sq ft)
- Plan requires investment of \$800 M (SOM: \$26 M)

Sources:

\$554 M State & UT System

\$173 M UT Dallas service income

\$ 73 M Gifts, other income

Financial Plan – Costs

Six strategic initiatives with 18 detailed components:

➤ \$6 million per year

The 8 strategic imperatives:

➤ \$111 million per year

Building and infrastructure costs:

➤ \$5 million per year

Information technology costs:

➤ \$4 million per year

Total annual costs:

➤ **\$126 million per year**

Financial Plan – Revenue Sources

New Annual Revenue Projected by 2016 (in 2007 dollars):

- State funds, tuition, and fees from 5,000+ new students: \$82 million
- Indirect cost recovery (ICR) from increased research: \$18 million
- State appropriations rewarding increased research: \$10 million
- All others: \$19 million

Total new annual income: \$129 million per year

Measures of Progress

- **Tenure/Tenure Track Faculty** (382 → 610)
- **Full-Time-Equivalent Students** (18,800 → 16,226)
- **Total Students** (14,553 → 21,129)
- **Research Expenditures** (\$42 M → \$100 M)
- **Ph.D.'s Awarded Annually** (100 → 300)
- **Endowment** (\$250 M → \$550 M)
- **SAT of Entering Freshmen** (1250 → 1250)
- **Others**

Top Priorities for the Next 3 Years

Year 2007:

- Private fund raising – strengthen advisory boards
- Project Emmitt
- Approval for major building projects
- Initiate new degree programs

Years 2008 and 2009:

- Private fund raising
- Complete Project Emmitt
- Expand enrollment
- Approval for major building projects
- Faculty hiring & research success

Opportunities for School of Management

- **Leadership in Entrepreneurship**
- **“Mathematics Side” of Management**
- **New Program Areas (Healthcare, etc.)**
- **Connecting with Regional Businesses**
- **Contribute to Research Mission**
- **Driver for University’s Growth**
- **Leadership in Marketing and Communicating for the University**
- **Fundraising and Participation Leadership**

What This Group Can Do

- **Help to Develop the Plan**
- **Help to Craft the Message**
- **Create Enthusiasm for the University and our Plan**
- **Help us to Get the Message Out**
 - **Individually**
 - **As a Group**
 - **Via the Dean or President**
 - **Through other Means**