

Work Plan for D. E. Daniel, U.T. Dallas, June 1 2006 – May 31 2007

Prepared September 10, 2006

The University of Texas at Dallas is focused on implementing the critical elements of its new Strategic Plan, and on contributing significantly toward the goals articulated in the UT System's Strategic Plan.

Specific institutional goals for the year are as follows:

1. Leadership Team. As often happens when a new leader joins an organization, the first year was marked by significant turnover in key leadership positions. As of July 2006, about half of my cabinet was in transition. The leadership positions that must be filled with top-quality people are:
 - a. VP for Business Affairs, to replace Larry Terry
 - b. VP for Public Affairs, to replace Carlos Pena
 - c. VP for Research, to replace Da Hsuan Feng
 - d. VP for Communications (a new position to strengthen our external communications)
 - e. VP for Diversity and Inclusion (also a new position)
 - f. Director or VP for Information Resources

Goal for the year: Fill VP for Business Affairs by May, 2007. Fill VP for Public Affairs, VP for Communication, and VP for Research by October, 2006. Start the search for VP for Diversity and Inclusion by early 2007 and fill the position by August 2007. Start the search by Director or VP for Information Resources in Spring 2007.

2. Project Emmitt. This project, which is a partnership between Texas Instruments, the State of Texas, the UT System, and UT Dallas, is a pivotal project designed to advance UTD's school of engineering to a position among the top 50 engineering schools in the nation. The project is ambitious, and success is essential. Dean Bob Helms has delivered on commitments for faculty growth and infrastructure completion, and the president's role (in addition to supporting and helping to facilitate the project) is to assist in the fund-raising campaign, which has \$100M as its goal.

Goal for the year: (a) keep the project on track and schedule throughout the year, securing the remaining financial commitments from the State in a timely manner; (b) open the new Natural Sciences and Engineering Research Laboratory no later than early 2007; and (c) make the asks for the most likely, largest gifts.

3. Address Infrastructure Needs. UT Dallas has some very significant infrastructure needs, which range from addressing basic safety issues to implementing the campus landscape enhancement project. This year we will need to:
 - a. Continue to implement critical health and safety upgrades, which received funding last year from the UT System, as planned and scheduled.

- b. Complete design and begin construction of the vivarium, funded by TRB and PUF funds, this fiscal year.
- c. Begin the design process for the \$27M Math, Science, and Engineering Teaching-Learning Center, funded recently from PUF funds, this fiscal year.
- d. Secure CIP approval for new residential housing units to meet growth needs this fiscal year.
- e. Complete the process of vacating Founders Building by summer 2007 so that renovation of the building can progress.
- f. Initiate the landscape enhancement (“campus beautification”) project, and complete the major planning elements by early 2007, which will allow us to locate new buildings and plan for new roads and parking facilities.
- g. Develop a plan for addressing traffic and parking needs that have arisen from campus growth, and begin implementation this fiscal year.

Goal for the year: Complete the projects listed above as described.

4. Key Strategic Outcomes. The following four critical initiatives will command much of my time and focus.
 - a. We must increase our enrollment without compromising on undergraduate student quality if we are to fulfill our vision as an institution. This will be no easy task because we have a freshman profile that is very strong, and everyone is recruiting the type of student that we have and seek. Our enrollment growth has slowed during the last 2 years, and we must be more effective in attracting top undergraduate and graduate students to UT Dallas, placing increased energy and emphasis on recruiting students.
 - b. We must raise more private money in the DFW Metroplex if we are to have the resources that we will need to succeed. We must be more successful in major-gift fund raising and building a stronger base of annual giving among alumni. This is the year to ramp up significantly the building of relationships with major donor prospects and begin to attract more major gifts. In addition, we will launch the first comprehensive annual fund campaign in UTD’s history.
 - c. We must continue to place greater emphasis on research, including the securing of research grants and contracts, but also including building a culture of expectations about research among our faculty. We will recruit a new VP for Research and will reorganize our research administration support structure. Building stronger research collaborations with UT Southwestern Medical Center is also a critical priority.
 - d. Our graduation rates are not as strong as they should be for an institution with such a strong quality of incoming freshmen. With a new Dean of Natural Sciences and Mathematics coming on board this year, one of the key initiatives will be to reassess the way that we teach the introductory mathematics courses. We have a high failure rate in these courses, which is surprising, considering the strength of our incoming students. We believe that this high failure rate is a major contributor to our low graduation rate. We will address the issue this year and develop ways to achieve greater student success in these courses. We will also

continue to review best practices at other institutions and implement changes to strengthen graduation rates.

Goals for the year: The specific goals for the year are: (a) enrollment: complete process changes that will increase the commitment placed on recruiting and that will result in enrollment growth next year, pushing us over 15,000 students for the first time next academic year; (b) fund raising: increase dollars raised and percentage of alumni participating in annual giving over levels from the past several years; (c) research: complete reorganization of our research administration processes, and continue to advance several key initiatives with U.T. Southwestern Medical Center (e.g., joint research funding, bioengineering program, and re-organized Institute for Biomedical Science and Technology); and (d) graduation rates: complete the process for determining how best to revamp our mathematics education for implementation in the 2007-08 school year.

Summary

In summary, my principal goals for the year are:

1. Fill the key leadership voids with top quality people.
2. Keep our new buildings and infrastructure improvements on schedule and on budget.
3. Be effective in raising private money and especially dollars for Project Emmitt.
4. Have a good recruiting year that will expand enrollment of high-quality students.
5. Strengthen our support structure and culture for research.
6. Revamp the instruction of mathematics, and make progress toward the changes that will be necessary to improve graduation rates.

Tonya Moten Brown
Vice Chancellor
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DATE: August 15, 2006

TO: Presidents, Academic Institutions
Presidents, Health Institutions

FROM: Tonya M. Brown

SUBJECT: 2006 – 2007 Workplans

On behalf of Chancellor Yudof, I would like to bring your attention to an upcoming deadline. On September 15th, your 2006 – 2007 workplan will be due to the appropriate Executive Vice Chancellor at System Administration.

The workplans, covering the period June 1, 2006 to May 31, 2007, are designed to:

1. Allow each president to outline individual goals for the year;
2. Ensure alignment between these goals and the institution's strategic plan and compact;
3. Provide information for the Executive Vice Chancellor in determining mutual priorities and the impact of particular initiatives; and
4. Provide a basis for performance reviews and compensation decisions

In as much as your workplan derives from your institutional strategic plan and compact, they do not require lengthy background information or justification for what you plan to do.

Your workplan should also propose three to five major initiatives, goals or programs on which you intend to focus your personal attention in the coming year. At least one of these goals should be related to the key strategic goals and progress indicators you have laid out for your institution.

For each goal, please offer a brief description of the initiative, your proposed timeline, and the proposed outcomes. Clarity and specificity on how you will measure your success will be helpful. The Executive Vice Chancellors will review these with you, may suggest changes, and together you will come to mutual agreement on the major initiatives to be tracked during 2006-07.

Please send your report, electronically, to the attention of:
Academic Presidents – Ms. Winona Schroeder at wschroeder@utsystem.edu or
Health Presidents - Ms. Terri Wright at twright@utsystem.edu

TMB/tnl

cc: Ken I. Shine
Geri H. Malandra