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White Paper: Implementation of the UT Dallas Strategic Plan

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Executive Summary

The University of Texas at Dallas aspires to become a top-tier research university and recently developed a Strategic Plan that describes how it will achieve this goal. This white paper supplements the Strategic Plan and provides more detailed information about faculty hiring, student recruitment, construction of buildings, and finances.

Six strategic initiatives are discussed in the Plan. Some initiatives focus on expanding research in key areas such as biological and medical research, nanotechnology, security, energy, and health care. Some initiatives focus on our people and detail how we will strengthen education, develop leaders, and enhance diversity. Other initiatives outline how UT Dallas will interface with our community to help make a great city even greater.

Eight imperatives are essential to realizing goals. The first key imperative is increasing the faculty from the current size of 382 to 610 faculty members. The planned growth has been projected for each year over the next decade, and for each School, taking into account the critical need to increase the base of externally funded research to at least \$100 million per year.

Another key imperative is to increase the number of full-time students by more than 5,000, which will address the region's urgent need for top talent. The enrollment growth will be achieved by a 2% per year annual growth in existing programs and also by the creation of new academic degree programs, such as mechanical engineering, emerging media and communications, and healthcare management.

The University will need to construct 1.6 million square feet of new buildings at a cost of \$800 million. It will also need to raise \$450 million in private funds, principally for endowed scholarships, fellowships, and professorships/chairs for the faculty, but also to support key programs and schools and to achieve world-class excellence. In 10 years, annual operating expenses will increase by \$126 million per year over current levels (expressed in today's dollars), but annual income will increase by \$129 million, making the financial model of growth viable. The total program cost over the next 10 years is \$1.9 billion.

The critical elements in the next 3 years are private fund raising, approval and funding of the first new buildings that are needed, growth in student enrollment, and demonstrating ability to hire outstanding faculty who will themselves attract more outstanding people.

Introduction

The University of Texas at Dallas recently developed a broad ranging strategic plan, which may be found at the web site: <http://www.utdallas.edu/strategicplan/>. The purpose of this white paper is to provide specific information regarding the implementation of key elements of the strategic plan over the next 10 years. This paper covers five major topics:

1. Implementation plan for the 6 strategic initiatives and 18 sub-initiatives.
2. Implementation plan for the 8 strategic imperatives.
3. Plan for new buildings and infrastructure to support growth.
4. Financial plan.
5. Monitoring progress and measuring success.

Implementation Plan for the Six Strategic Initiatives

Initiative One: Tomorrow's Inventions

The University aspires to become one of the nation's best research universities. To achieve this, UT Dallas will invest heavily in areas of particular opportunity for research discovery and impact, especially in the natural sciences, health and medical sciences, engineering, technology, economic and policy sciences, and supporting areas.

Three specific areas are targeted for investment:

- 1.1 **Research Enterprise Initiative:** This project, called "Project Emmitt" by some, is a \$300 million economic development project between Texas Instruments, the State of Texas, the UT System, and UT Dallas to advance the Erik Jonsson School of Engineering & Computer Science to top-tier status. The project involves constructing a new Research Laboratory (completed), investing in new faculty positions and research (in progress), and attracting private and other funding for program support. The main tasks remaining to be completed are: (1) hire additional faculty members, and (2) raise more than \$60 million of additional private funds, primarily to endow graduate student fellowships and faculty chairs.

Additional Cost: Additional operating costs associated with new faculty hires and increased private fund raising are covered later in the "Imperatives" section.

Responsible Persons: Dean of the Erik Jonsson School of Engineering and Computer Science (program implementation) and Vice President for Development (private fund raising).

- 1.2 **The BioWorld:** Research discoveries in biology and medicine have enormous promise to be transformative for mankind. This initiative involves all of UT Dallas' Schools and entails collaborations with UT Southwestern Medical Center of Dallas. The principal activities are hiring faculty members whose work

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focuses on biological and medical discoveries, creating new academic programs such as Bioengineering, and investing in new programs, centers, and institutes.

Additional Costs: New faculty hires are covered later under “imperatives.” Annual recurring costs for new programs, centers, and institutes, will ultimately reach \$600,000 per year. Private support of \$10 million is also required.

Responsible Persons: Provost (academic issues), Vice President for Research (research matters), and Vice President for Development (fund raising).

- 1.3 **Nanotechnology:** UT Dallas will increase its research capacity in nanotechnology by hiring faculty members whose work focuses on nanoscale discoveries and investing in new programs, centers, and institutes.

Additional Costs: New faculty hires are covered later under “imperatives.” Annual recurring costs for new programs, centers, institutes, etc., will ultimately reach \$600,000 per year. Private support needed to support the Nanotechnology initiative is \$10 million.

Responsible Persons: Provost (academic issues), Vice President for Research (research matters), and Vice President for Development (fund raising).

Initiative Two: Preparing Students for Tomorrow’s Challenges

The main purpose of universities is to educate students and to prepare them for a lifetime of contribution, leadership, and personal fulfillment. Four areas identified for investment are:

- 2.1 **The Education of Leaders:** The University will augment its current educational programs by expanding upon, rounding out, and interrelating existing Schools and programs to ensure that the educational experience prepares students to meet leadership challenges. The University will create a Center for Teaching and Learning Excellence to ensure teaching excellence and leadership training and an Institute for Public Affairs to enhance training for public-sector leaders.

Additional Costs: This initiative will require \$200,000 of additional annual operating funds.

Responsible Person: Provost.

- 2.2 **Living-Learning Communities:** Living-learning communities integrate learning experiences into the residential life. Faculty members lead informal discussion sessions and structured conversation about topics of importance to students, bringing an important added dimension of instruction to residential housing.

Additional Costs: The increased cost of expanded living-learning communities will eventually reach \$200,000 per year.

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Responsible Person: Vice President for Student Affairs.

- 2.3 **Investment in People:** Universities are defined by its people. The University will recognize and reward excellence at all levels. Investments in people will require new resources, such as endowment gifts for professorships and scholarships. The University will support a variety of student-centered programs that invest in development of people, such as the student newspaper, the Multicultural Center, the Student Union and activities, and Division III sports.

Additional Costs: The main funding need is private support for endowed scholarships, fellowships, and named faculty professorships and chairs, which are discussed later in the “Imperatives” section.

Responsible Persons: Provost, Deans, Vice President for Student Affairs, and Vice President for Development.

- 2.4 **Enhancement of Diversity and Inclusion:** A vigorous diversity program will be initiated and coordinated by a university leader who will be hired to fill a new vice presidential position. The University will strengthen programs that will attract a diversity of talented people at all levels, and create a culture that celebrates diversity and inclusion.

Additional Costs: An additional \$300,000 of annual funds will be needed.

Responsible Person: Vice President for Diversity.

Initiative Three: Managing Change in a Constantly Changing Society

The University will lead the constructive management and adaptation to our changing world. Two areas will be the focus of investments:

- 3.1 **Dynamic Change Management:** The University will create a campus-wide program for dynamic change management to serve as a spark and catalyst for change, cutting across all of UT Dallas’ schools. The newly created Center for Behavioral and Experimental Economics Science, Center for Values in Medicine Science & Technology, and the Institute for Innovation and Entrepreneurship are examples of programs that can inform and lead constructive change.

Additional Costs: Additional annual funding of \$200,000 is needed.

Responsible Person: Provost.

- 3.2 **Innovative Centers and Institutes:** The University will support existing excellent programs, centers, and institutes, and will invest in new “grand challenge” programs with potential for major impact. Preliminary concepts include themes such as “innovation,” “creativity,” “global software,”

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multinational business,” global communications,” “the health care system,” “multicultural issues in a global world,” and “public policy in a flat world.”

Additional Costs: Some costs for innovative centers are covered in the BioWorld and Nanotechnology initiatives discussed earlier, and some in the initiative on enhanced quality of life discussed later. Additional programs, centers, and institutes will ultimately require new recurring funding of \$600,000 per year. In addition, private gifts totaling \$10 million will be needed to establish excellence within the programs covered by this initiative.

Responsible Persons: Provost and Deans (academic issues), Vice President for Research (research issues) and Vice President for Development (fund raising).

Initiative Four: Securing the Safety of the Future

Terrorism and natural disasters threaten the nation’s security. UT Dallas will contribute to ensuring the safety of the nation’s citizens, not only through new technology and new knowledge, but also by promoting awareness. Two areas will receive priority for investment:

- 4.1 **National and Global Security:** The University will strengthen existing programs and build new programs that address critical security issues, such as cyber security and bio-threats. These programs will build on existing strengths, such as the Center for Global Collective Security, together with programs in geospatial information science and criminal justice. Investments will require new people, infrastructure, and program support.

Additional costs: The principal cost to implement this initiative is new faculty hiring, which is covered later. Annual recurring costs of \$200,000 are ultimately required for program support. Private giving totaling \$2.5 million is planned.

Responsible Persons: Provost (academic issues), Vice President for Research (research issues), and Vice President for Development (fund raising).

- 4.2 **Energy and the Environment:** The University will contribute to addressing the region’s critical energy needs, and ameliorating environmental impacts related to energy production and use. Investments will require leadership in geosciences, with important science and engineering inputs from other programs, and hiring of new faculty to provide this leadership. In addition, public policy issues will be integrated to develop solutions to issues related to energy and the environment.

Additional costs: The principal cost to implement this initiative is new faculty hiring, which is covered later. Annual recurring costs of \$200,000 are ultimately required for program support, which is expected to attract significant external research funding. Private support for programs of \$2.5 million is planned.

Responsible Persons: Provost (academic issues), Vice President for Research (research issues), and Vice President for Development (fund raising).

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Initiative Five: Improving Health and Quality of Life

This strategic initiative is focused on improving the health and quality of life of individuals and society. Two initiatives will be the focus of investments:

- 5.1 **Life Science Health Collaborations:** UT Dallas will strengthen collaborations with UT Southwestern Medical Center of Dallas to conduct research on essential life science questions, and to deliver quality care interventions to citizens of the area. At every opportunity, UT Dallas will seek joint appointments for new faculty hires and shared use of facilities and program initiatives.

Additional Costs: Essentially all additional costs are associated with hiring new faculty members, which are outlined later.

Responsible Person: Provost.

- 5.2 **Enhanced Quality of Life:** The University has two centers that are critical to this initiative: the Callier Center for Communication Disorders and the Center for BrainHealth. The University will strongly support these and other programs that enhance the quality of life of citizens in our region, from health care to continuing education. For example, the Center for Child and Family Development and several other programs and centers, both existing and planned, will be priorities.

Additional Costs: Additional private funds of at least \$20 million are required. Additional recurring funding of at least \$1.4 million per year will be needed.

Responsible Persons: Provost, Deans and Directors of Centers or Institutes, and Vice President for Development.

Initiative Six: Making a Great City Even Greater

A leading university contributes significantly toward enhancing the quality of life in its community. Five initiatives will be given priority:

- 6.1 **K-16 Education:** The University will strengthen programs such as the Teacher Development Center, Academic Bridge Program, Science and Mathematics Education, and interactions with local museums and science programs. The University is currently implementing a program similar to the UT Austin UTeach program, which produces math and science teachers.

Additional Costs: Over the next decade, \$5 million of private support will be needed to implement successfully programs such as UTeach. Additional faculty will be hired, but that costs for new faculty are detailed later. Recurring funding of \$200,000 per year will ultimately be needed to support strengthened programs.

Responsible Persons: Provost, Deans, and Vice President for Development

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- 6.2 **The Arts:** UT Dallas will contribute to a healthy and vibrant arts community, bringing our arts programs to the community and infusing the region with fresh ideas and talent. Dallas has a burgeoning arts district and strong computer software industry for computer gaming and entertainment, which provides excellent opportunities for synergistic interactions.

Additional Costs: Private gifts totaling \$5 million will be necessary to realize the potential. Recurring expenses of \$200,000 per year will ultimately be necessary.

Responsible Persons: Dean of the School of Arts and Humanities and Vice President for Development.

- 6.3 **Business Leadership:** The School of Management is the largest of UT Dallas' schools, and a very important asset to the area's business community. The University will continue to train the business leaders that the region will need, and will expand its offerings, with emphasis on entrepreneurship, interactions with other programs such as medicine and public administration, and its executive education program.

Additional Costs: Additional recurring costs, not counting new faculty, will eventually total \$1 million.

Responsible Party: Dean of the School of Management.

- 6.4 **Community Outreach:** The University will create a Community Outreach Office to coordinate various programs that engage students, faculty, and staff with the community. The activities will range from volunteer assistance for needy individuals to high-tech assistance in the classroom or with special projects.

Additional Costs: Because this program draws on volunteer time from employees and students, costs are minimal. Recurring expenses to manage the program will eventually reach \$100,000 per year.

Responsible Persons: Director of Community Outreach Office, Vice President for Diversity, and Vice President for Student Affairs.

- 6.5 **University Village:** UT Dallas will use unoccupied land to develop places of business where university residents and the community can co-mingle, such as restaurants, bookstores, and university-related businesses.

Additional Costs: None, except for small administrative cost associated with contracts and accounting. The leasing of land will bring income to UT Dallas.

Responsible Person: Vice President for Business Affairs.

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Implementation Plan for the Eight Strategic Imperatives

Imperative One: Double Size of Faculty

At the beginning of the 2006-07 academic year, UT Dallas had 382 full time equivalent (FTE) tenured and tenure-track faculty members. As discussed in the strategic plan, to compete with the best universities in the nation, the university must increase the size of its faculty, eventually reaching a faculty of 800 to 1,000.

Within the next 10 years, the University's goal is to increase the faculty to 610 people. The planned hires and schedule for growth are shown in Table 1. The largest growth is planned for the sciences and engineering, where the opportunity for research and new discoveries is greatest, and in other areas that are vital to the region's economy and well being. This growth pattern builds on existing strengths and core areas. Of course, actual hiring will vary depending on student demand, research productivity, and other factors, but Table 1 provides a planning guide for expansion.

Table 1. Distribution of Planned Faculty Hires.

School	Current Faculty	Faculty in 5 yrs	Faculty in 10 yrs	New Faculty in 10 yrs	Faculty Engaged in Externally Funded Research in 10 yrs
Arts & Humanities	43	52	65	+22	14
Behavioral & Brain Sciences	38	45	53	+15	45
Economic, Political, & Policy Sciences	60	68	80	+20	40
Engineering & Computer Science	86	138	175	+89	150
General Studies	3	3	3	-	1
Management	78	92	107	+29	10
Natural Sciences & Mathematics	74	102	127	+53	110
TOTAL	382	500	610	228	370

Each of UT Dallas' schools will contribute to the realization of the University's goals via faculty hiring. The rationale and opportunity for growth in each school is as follows:

- Arts & Humanities: The Arts and Technology Program has experienced strong growth in enrollment (500 new students in the program in just 3 years), research (e.g., the U.S. Army), and entrepreneurial success (e.g., student David Hanson's advances in robotic human faces and resulting start-up company). Also, emerging media and communications offer major potential for growth, as do interdisciplinary research

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centers that integrate arts and humanities with science, medicine, and technology. The focus is on “applied humanities.” Expanded language offerings to meet the need for people skilled in languages such as Chinese and Arabic offer growth opportunity.

- **Behavioral & Brain Sciences:** Major research opportunities exist in communication disorders (Callier Center), neurosciences (Center for BrainHealth), and subjects such as child learning, face recognition algorithms, and aging & memory. New programs in psychological sciences and speech pathology offer growth opportunity, as well.
- **Economic, Political, & Policy Sciences:** This School, which has undergone rapid growth and recently started 5 new Ph.D. programs, has major research programs in criminology, economics, geospatial sciences, politics, public policy, and public management. Successful research centers provide collaborative platforms upon which to build further research excellence. Growth opportunities include international political economy and several other areas.
- **Engineering & Computer Science:** Growth of engineering and computer science is critical to the University’s future success. Many of the programs typically found at leading engineering schools have not yet been implemented in this young School. New programs will include: materials science and engineering, bioengineering, mechanical engineering, and chemical engineering.
- **General Studies.** This popular, interdisciplinary degree program will continue to play a significant role. The program is not a major research program but is vital to the academic mission of the institution, and relies heavily on faculty and courses in other schools. Growth will include additional interdisciplinary educational programs.
- **Management:** The School of Management is the University’s largest school and one of the most research-intensive business schools in the nation. Strength in quantitative aspects of business systems, such as supply chain logistics and management of technology businesses, creates opportunity for externally funded research and collaboration with other schools. Growth will emphasize research, technology, and meeting the needs of the area’s businesses. New programs will explore opportunities in areas such as health care management and entrepreneurship.
- **Natural Science and Mathematics:** Large growth potential exists for research in the biological, chemical, physical, and mathematical sciences. This School will play a key role in virtually every major research initiative. New program opportunities include actuarial science, biostatistics, biotechnology, and math/science education.

The University will attain its research goal of \$100 million per year of external research funding by increasing the number of faculty members actively engaged in external research and increasing the average research productivity of its faculty. As indicated in Table 1, when the faculty totals 610 members, at least 370 will be actively engaged in externally funded research. The average productivity of research-active faculty members at major universities is about \$250,000 per person per year. This amount times the planned 370 research-active faculty members yields annual research productivity of \$92.7 million. The University will also hire at

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least 25 non-tenure-track research scientists and engineers who will produce at least \$7.5 million of annual research funding. In addition, UT Dallas expects to better the national averages, but even with average productivity, the goal of \$100 million of research funding can be reached.

Funds to expand the faculty are needed in four categories: (1) annual operating costs to cover salaries, fringe benefits, and staff; (2) start-up costs for new faculty; (3) excellence funding in the form of endowed professorships and chairs; and (4) new building space.

The required annual operating funds at the end of 10 years of growth, expressed in today's dollars, are as follows:

1. The new faculty positions will each cost about \$315,000 per year, which includes salary, fringe benefits, support personnel (bookkeepers, building maintenance personnel, teaching assistants, etc.), and indirect costs such as infrastructure, energy, and security. The \$315,000 figure is slightly below the current UT Dallas average and assumes economies of scale as the University grows.¹ Total annual cost at full implementation: 228 people x \$315,000 per person = \$72 million.
2. The University will need to replace any faculty members who depart. Some replacements will cost more than those who are replaced, and some less. The average salary and overhead expense for replacement hires should be about the same as for the people who will be replaced.
3. Private funds will be raised to pay for endowed professorships and chairs, as discussed later under the private funding section.
4. The building program required for implementing the strategic plan is discussed later.

Start-up costs will be incurred for most of the faculty hired. Based on experience at top-tier universities, the average start-up cost for research-active faculty members is estimated to be \$330,000 per person. Start-up funding will be needed for 305 new people (some hired in new faculty positions and some hired in replacement positions). The total start-up cost is 305 people x \$330,000 per person = \$100 million (today's dollars).

The \$300 million engineering excellence program retains a balance of \$15 million to pay start-up costs for new faculty hires. A new Nanoelectronics Initiative from the State is expected to provide at least \$5 million of start-up funding. These two initiatives reduce the residual start-up burden from \$100 million to \$80 million. Over a 10-year period, the average annual cost is \$8 million per year. As indicated later, \$5 million of this \$8 million will be paid from research income and \$3 million from other sources, such as UT System programs (e.g., STARS).

Thus, the total additional annual operating costs 10 years from now (not counting new buildings and private gifts for professorships and chairs) needed to pay for the expansion of the faculty is $\$72 + \$8 = \$80$ million per year. To summarize:

¹ Economies of scale are realized from fixed administrative costs (e.g., the number of presidents, vice presidents, and deans will remain fixed as the institution grows), from shared equipment and facilities as research teams are expanded, and from lower unit costs with expanded scale.

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- Additional Costs: \$80 million per year in 10 years (plus buildings and gifts)
- Responsible Persons: Provost and Deans.

Imperative Two: Enroll 5,000 New Students

The Founders created UT Dallas to meet the region's need for top talent. As UT Dallas scales up the size of its faculty, it will also scale up the number of students enrolled, thereby better addressing the region's rapidly growing need for outstanding talent.

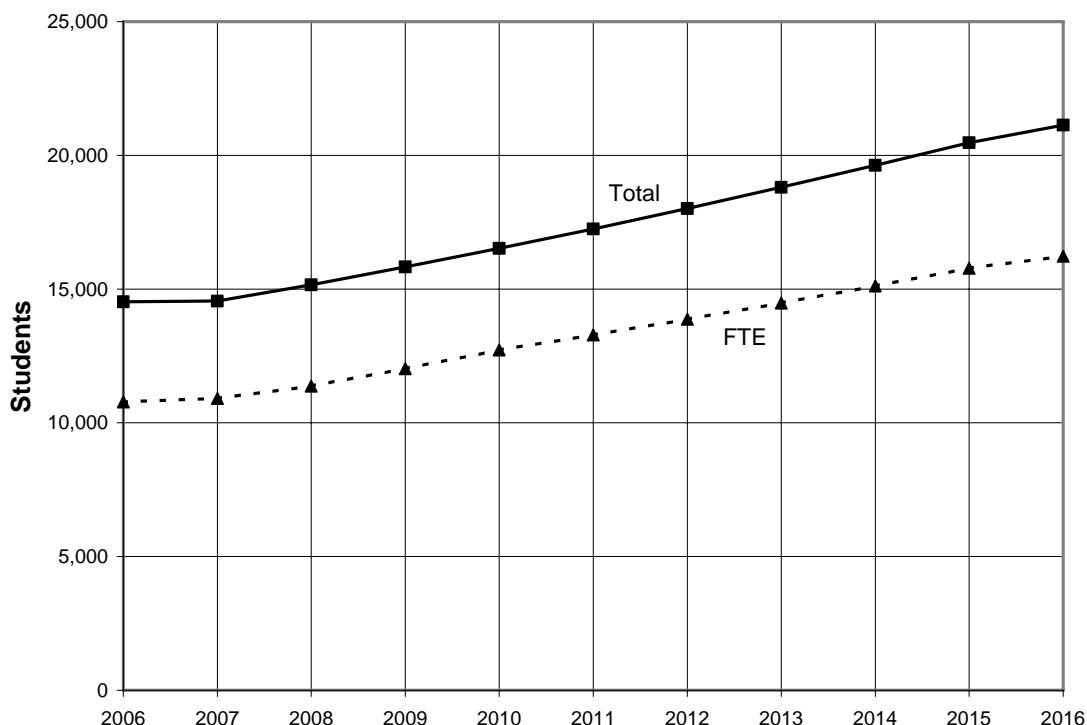
At the beginning of the 2006-07 academic year, UT Dallas enrolled 14,523 total students and 10,778 full-time-equivalent (FTE) students. Graduate students comprise 35% of the current student body. Enrollment growth is planned to be split 50/50 between undergraduate and graduate students. The University will add new FTE students through 2% annual growth in existing programs and creation of new programs outlined in Table 2. A graph of the planned growth in FTE students and total students is shown in Figure 1.

Table 2. Proposed New Degree Programs and New 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	1,040
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), and Science and Math Education (MS, MAT, MAIS, Ph.D.)	320
TOTAL		2,820

Note: When no degrees are listed, all three degrees (baccalaureate, masters, and Ph.D.) are planned.

Figure 1. Projected Student Growth over the Next 10 Years.



The University has four essential cohorts of students that it recruits: (1) freshmen; (2) undergraduate transfer students; (3) Masters students, and (4) Ph.D. students.

The freshmen class comprises about half the incoming group of undergraduates. Admissions are highly selective – the average SAT score of UT Dallas’ freshmen class is the highest among public universities in Texas. Merit-based scholarships are an essential component in attracting a top-quality freshmen class. The steps that will be taken to recruit more freshmen and transfer students are: more and better communication with more prospective students; more and better mass communications and messaging; strengthened relationships with counselors; expanded summer and outreach programs; and more and better student visits to campus.

Masters students are the core graduate population, whose presence enables the University to offer critical courses essential to sustain top-quality graduate programs. General knowledge about the University and its high-quality programs are keys to attracting more Masters students, as is engaging prospective students who inquire about our programs or visit our campus. The University will work closely with its Schools in its messaging and recruiting of Masters students.

Ph.D. student recruiting occurs primarily by the Schools and the faculty. However, the strong undergraduate class at UT Dallas is perhaps the best recruiting ground for top talent in the Ph.D. program. The “get doc” program recently implemented by the Erik Jonsson School of

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Engineering and Computer Science is an example of a successful, focused initiative to encourage UT Dallas' best students to continue on to the Ph.D. degree at UT Dallas.

Additional Costs: Additional costs necessary to recruit 5,000 new students per year in 10 years are: approximately \$500,000 per year additional recurring expenditures for expanded student recruiting; \$5 million per year for expanded student services proportional to increased student enrollment; \$8 million annually in additional need- and merit-based financial aid; and \$2 million annually for expanded Library operations. These additional annual costs total \$15.5 million per year. Private funding for more scholarships, fellowships, and new buildings is discussed later.

Responsible Persons: Provost, Vice President for Communications, Vice President for Student Affairs, and Associate Provost for Enrollment Services.

Imperative Three: More than Double Research

Annual research expenditures are increasing steadily and were \$42 million last year. To meet its goals, UT Dallas must increase its annual research expenditures to at least \$100 million. The strategy for accomplishing this goal is to expand the faculty, as discussed earlier. Major research universities also employ professional research scientists and engineers, who pay much of their own salary from research contracts that they secure, and are very effective in maintaining quality laboratories and training students. The average cost per staff member not covered by research contracts should be about \$40,000 per year, for a total of \$1 million per year for 25 research scientists and engineers.

The increased research productivity will bring in \$18 million per year of additional indirect cost recovery (ICR), or overhead, income. Of this, \$5 million will be used to fund start-up packages (this cost has already been accounted for in the earlier imperative on faculty growth), and will be managed by the Deans and the VP for Research. Additional costs include: (1) \$700,000 per year for expanded research administration, proposal preparation, and contract administration and accounting; (2) \$2 million per year assigned to the faculty who generated the research income to reward success and provide support for research and new research ideas; (3) \$4 million per year for research support by the VP for Research; and (4) \$4 million per year for support of research activities in the Schools.

Additional Costs: Approximately \$11.7 million per year for additional staff

Responsible Person: Vice President for Research and Deans.

Imperative Four: Tell UT Dallas' Story Better

The University will communicate its unique strengths and accomplishments with all major stakeholders, which include prospective students and their parents, current students, faculty and staff, alumni, research sponsors, donors and prospective donors, elected officials, and

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thought leaders in our region, state, and nation. Additionally, UT Dallas will promote understanding of its focused areas of excellence and its unique heritage.

A top-quality marketing and communications effort led by a Vice President for Communications, with a substantial increase in staffing and funding, will be charged with telling our story better. High priority will be placed on newsletters and other forms of publications (paper and electronic), appropriate advertising, and strengthened web communications.

Additional Costs: Approximately \$2 million per year, recurring.

Responsible Person: Vice President for Communications.

Imperative Five: Improve Annual Giving and Endowment

Hiring new faculty and recruiting more students will not, by itself, generate world-class excellence. Achievement of excellence will require more. The essential investments in people, programs, and facilities are discussed below.

Investments in People. The funding needed to empower UT Dallas to attract and retain world-class people is summarized as follows:

1. Endowed professorships and chairs. Discretionary funding and the distinction of a named position are becoming essential in recruiting and retaining outstanding faculty members. Typically, top-tier research universities award professorships and chairs to at least 20% of the faculty. With 610 faculty members, UT Dallas needs at least 120 endowed professorships and chairs. Currently, UT Dallas has 30 endowed professorships and chairs. To achieve the minimum necessary, the University will need to add 90 new endowed professorships and chairs over the next 10 years, which will require an additional \$90 million of endowment. The current engineering enhancement project is expected to generate about 30 of these chairs.
2. Faculty start-up funding. Newly hired faculty who conduct research typically need expensive equipment to launch successful research programs. Private and corporate funding, programmed for \$5 million, will be needed to support start-up costs.
3. Graduate student fellowships. The very best universities provide fellowship funds for the most talented and gifted graduate students. A fellowship program that would support 100 students is needed to ensure a reasonable level of viability. Each fellowship would require an endowment of about \$500,000, for a total endowment of \$50 million. A signature graduate fellowship program would be especially valuable.
4. Eugene McDermott Scholars Program. This undergraduate scholarship program is one of the most successful and visible programs for undergraduate students, and adds immensely to the University's success in recruiting the very best students entering college. The program needs to be scaled up as the University grows. An increase of \$10 million in endowment would allow needed expansion of the program.

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5. Scholarships for undergraduate students. Although various programs are available to provide financial aid to qualified students, the amount of money available is not adequate to meet the needs of talented students in the region. Private support must supplement other sources. An endowment of \$30 million is needed to fund this scholarship program at the minimum level of impact needed.

Investments in Programs. The University cannot achieve its goals unless its schools and major research centers distinguish themselves and establish a level of excellence competitive with the best in the nation. The necessary investments include the following:

1. Endow Schools. The University needs to develop unrestricted endowment to support excellence in UT Dallas' schools. At universities, these endowments are usually created via a large gift to a school, which often results in the naming of the school. One school (the Eric Jonsson School of Engineering and Computer Science) is already named, but the others are not. In aggregate, if UT Dallas attracts endowment gifts to name three schools, the endowment from the three gifts would likely total around \$90 million. This would provide sufficient annual discretionary funding to launch new initiatives, hire outstanding people, provide support to exceptional students, and attain excellence.
2. Program support. The University will strengthen successful programs, such as the Academic Bridge Program, the Center for BrainHealth, and the Callier Center for Communication Disorders, and invest in new programs, centers, and institutes, as discussed in the "Strategic Initiatives" section earlier. In aggregate, private support totaling \$30 million in endowment and \$30 million in expendable funds is needed over the next 10 years to achieve and sustain world-class excellence. Funds will be used to seed new research projects, pay for guest lecturers, build bridges to the community, support faculty and student activities, and to produce at a level that is competitive with the best programs in the country.
3. Campus enhancement. Thanks to a major private gift, a campus landscape enhancement program is currently under way. This important program will continue indefinitely and will transform the appearance of the campus into one that is consistent with a university of the first class. The University will seek a minimum of \$20 million of additional private support to further campus landscape enhancement.
4. The arts. Private giving, expected at \$5 million, will be critical to continued growth and expansion of UT Dallas' very successful arts program, emphasizing new artistic expression forms, technology applied to art, and outreach to Dallas' arts community to infuse it with the fresh ideas and approaches offered by our faculty and students.

Investments in Research. Successful research universities attract millions of dollars a year of unrestricted private and industry money to support research in areas of particular interest to the company or individual supporting the work. These funds typically total about 5 to 10% of the total research enterprise, meaning that UT Dallas should anticipate \$5 to \$10 million of private research support per year when it reaches tier-one status. Over a ten-year period, gifts for research are planned to total \$30 million.

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Buildings. Private support will be needed to motivate and leverage other dollars for building construction and renovation. The University plans on \$60 million to support this effort.

Institutional Commitment to Fund Raising. In the past 18 months, the University has made a major commitment to building a larger and stronger organization for private fund raising, adding about a dozen new professional staff. The University will continue to expand this effort to ensure that it has adequate resources to raise the necessary funds. It is also important to engage alumni and to build loyalty and support from tomorrow's prospective donors.

The University will need to launch a capital campaign to raise the funds needed. The campaign will likely have three phases: first the research phase to define the scope of the campaign, then a "quiet phase" of fund raising, and finally the "public phase."

Summary. The 10-year private fund raising plan is summarized in Table 3. The funds needed to achieve top-tier excellence total \$450 million.

There is a cost associated with launching a major capital campaign in terms of additional staff such as major gift officers, communications specialists, etc., as follows:

Additional Costs: Approximately \$1.6 million per year, recurring.

Responsible Persons: Vice President for Development.

Table 3. Summary of 10-Year Private Funding Needs for UT Dallas.

Program Funded by Gift	Amount for Endowment (\$ million)	Amount for Current Use (\$ million)
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		20
Arts		5
SUBTOTAL	\$300 Million	\$150 Million
GRAND TOTAL	\$450 Million	

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Imperative Six: Increase Number of Ph.D.'s Granted

The University currently awards 100 Ph.D.'s per year, and plans to increase this to 300 Ph.D.'s within ten years. If the university increases the size of its faculty and student body, more than doubles its research, strengthens its diversity, and attracts the private funding necessary to establish true excellence, the Ph.D. count should increase to the stated goal.

Imperative Seven: Enhance Graduation Rates

Although graduation rates for UT Dallas are above the national average for public universities, they are below our expectations, given the high quality of our entering freshmen. The University's goals, which have been reported to the UT System, are summarized in Table 4.

Table 4. Graduation Rate Goals for UT Dallas.

Graduation Rate	UT Dallas – Current	National Average	UT Dallas – 2010 Goal	UT Dallas – 2015 Goal
4 Year	32%	26%	38%	47%
5 Year	52%	47%	57%	62%
6 Year	57%	53%	65%	72%

To improve graduation rates, UT Dallas will improve student success in critical freshmen gateway courses, strengthen advising, identify academic problems earlier, improve student engagement in the university's activities, tutor better, and take other similar actions.

Additional Costs: Annual costs of \$200,000 per year.

Responsible Persons: Provost and Vice President for Student Affairs.

Imperative Eight: Reduce Costs

The University will constantly explore ways to reduce costs. UT Dallas, in cooperation with other UT System institutions, is developing a shared services model for its computer systems. The University will explore other ways to achieve efficiencies, for example, through technology-based course delivery systems. The Vice President for Business Affairs is the main responsible party, but the Provost, Vice President and Chief Information Officer, and Vice President for Student Affairs are responsible for cost savings in their areas of responsibility.

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BUILDING AND INFRASTRUCTURE PLAN

The University currently occupies 2.8 million gross square feet of building space but is 400,000 square feet short of its space need, as defined by the Texas Higher Education Coordinating Board. The addition of new faculty, staff, and students will require construction of an additional 1.6 million square feet of new space, as well as supporting infrastructure and renovation of existing space, as detailed in **Appendix A**.

The building plan requires a capital investment of \$800 million in today's dollars to accommodate planned growth (Appendix A). Capital projects are typically bonded with a 20-year payback on the borrowed money. Bonds repaid by the State of Texas or UT System PUF do not require a separate annual budget by UT Dallas, but those repaid by UT Dallas do require annual budgeting. Typically, the annual payment is about 7% of the loan amount.

The planned sources of funds for the building program are:

1. \$554 million from a combination of: the State of Texas, the UT System Permanent University Fund (PUF), and private sources. Tentatively, \$156 million is planned from the State (2 capital projects over the next 10 years), \$338 million from the UT System, and \$60 million from private donors.
2. \$173 million of building debt service from UT Dallas income streams related to housing rent, student fees, food service income, and other service income.
3. \$68 million of building debt service paid from the UT Dallas operating budget (maximum of \$5 million per year).
4. \$5 million for renovation paid by gifts.

Neither the State nor the UT System can authorize any of these future projects at this time. Limits on maximum allowable debt may restrict the rate of building, although this limitation is not certain at this time.

Investments in new information technology infrastructure will be necessary and will eventually cost an additional \$4 million per year. To summarize:

Additional Costs: Recurring costs for building debt of \$5 million per year, and annual cost for information technology ultimately increasing by \$4 million per year.

Responsible Persons: Vice President for Business Affairs (buildings and most infrastructure) and Vice President and Chief Information Officer (information technology).

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FINANCIAL PLAN

In planning for growth, there will be a steady increase in number of faculty, amount of research, private giving, and number of students. In terms of the UT Dallas budget, the new annual operating expenses are projected as follows (in today's dollars) for the year 2016:

- The 6 strategic initiatives: \$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**

Sources of new annual revenue (in today's dollars) projected for 2016 are as follows:

- State funds, tuition, and fees from 5,000+ new students: \$82 million per year²
- Indirect cost recovery (ICR) from increased research: \$18 million per year³
- Recovery of graduate student tuition from research grants: \$3 million per year⁴
- Increased executive education programs: \$2 million per year
- Income from land leases: \$2 million per year
- State appropriations that reward increased research: \$10 million per year⁵
- State appropriations for new exceptional items: \$5 million per year⁶
- Faculty start-up funding from UT System: \$3 million per year⁷
- Intellectual property licensing income: \$2 million per year
- UT System support for Library and Equipment: \$2 million per year
- **Total new annual income: \$129 million per year**

Table 5 summarizes some of the key parameters discussed in the plan, including financial parameters. Table 6 summarizes the total additional cost over a 10 year period, which is \$1.9 billion.

A financial plan projecting forward 10 years cannot capture the essential details of day-to-day budget control. For example, there must be a linkage between enrollment growth, semester credit hours of instruction, and faculty size. Further, the reward system must recognize excellence, which is not measured exclusively in external research funding, but, rather, is more varied and subtle. The University will develop additional incentives that are driven by the ultimate goal: a top quality university.

² Assumes 5,446 new students at \$15,100 per student per year (state appropriations, tuition, and fees)

³ Assumes \$60 million of new annual research income and slightly higher overhead rate.

⁴ Assumes recovery of \$8,000 of tuition/fees per year for 375 graduate students

⁵ Based on pending legislation that appropriates \$1 million per \$10 million of research

⁶ Assumes that over the next 10 years UT Dallas will receive new special appropriations from the legislature

⁷ Based on current programs, such as STARS, for which there is no guarantee of future support.

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Table 5. Summary of Key Parameters and Financial Information.

Item	Current Value	Increase	Value in 10 Yrs	Cost	Cost Allocation			
					UT Dallas	State	UT System	Private
Faculty	382	+228	610	\$80 M/yr	\$77 M/yr		\$3 M/yr	\$95 M
Research Staff	5	+25	30	\$1 M/yr	\$1 M/yr			
Total Undergraduates	9,440	+3,303	12,743	\$11.8 M/yr	\$11.8 M/yr			\$40 M
Total Grad. Students	5,083	+3,303	8,386	\$3.7 M/yr	\$3.7 M/yr			\$50 M
Total Students	14,523		21,129					
FTE Undergraduates	7,006	+2,723	9,729					
FTE Grad. Students	3,772	+2,723	6,495					
Total FTE Students	10,778	+5,446	16,224					
External Research	\$40 M/yr	+\$60 M/yr	\$100 M/yr	\$11.7 M/yr	\$11.7 M/yr			\$30 M
Strategic Initiatives:								
1. Tomorrow Inventions				\$1.2 M/yr	\$1.2 M/yr			\$20 M
2. Preparing Students				\$0.7 M/yr	\$0.7 M/yr			
3. Managing Change				\$0.8 M/yr	\$0.8 M/yr			\$10 M
4. Securing Safety				\$0.4 M/yr	\$0.4 M/yr			\$5 M
5. Improving Health				\$1.4 M/yr	\$1.4 M/yr			\$20 M
6. Great City				\$1.5 M/yr	\$1.5 M/yr			\$10 M
Tell Story Better				\$2 M/yr	\$2 M/yr			
Expand Fund Raising				\$1.6 M/yr	\$1.6 M/yr			
Endowment	\$250 M	+\$290 M	\$540 M					
Improve Graduation Rates	4 yr: 32%	+15%	4 yr: 47%	\$0.2 M/yr	\$0.2 M/yr			
Buildings	2.8 M sq ft	+1.6 M sq ft	4.4 M sq ft	\$800 M	\$241 M	\$156 M	\$338 M	\$60 M
Campus Enhancement								\$20 M
Information Technology				\$4 M/yr	\$4 M/yr			
School Endowments	1 School	+ 3 Schools	4 Schools					\$90 M

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Table 6. Total Cost for Strategic Plan Implementation over Next Ten Years.

Cost Item	Total Cost over 10 Years
Annual Operations: Implement 6 Strategic Initiatives	\$30 million
Annual Operations: Implement 8 Strategic Imperatives, Including Increasing Faculty Size and Number of Students	\$555 million
Annual Operations: Information Technology	\$20 million
New Buildings and Infrastructure	\$800 million*
Private Fund Raising: Used Immediately	\$150 million
Private Fund Raising: Endowment	\$300 million
TOTAL	\$1.9 billion

* Full cost (rather than 10 years of debt service) shown for new buildings.

Measuring Progress and Defining Success

The measures of progress that will be tracked are listed in Table 7, along with goals for 3, 6, and 10 years. Metrics have been selected that are critical to the success of this plan (e.g., growth in faculty, students, research, and endowment). Others, such as number of faculty elected to the National Academies, SAT score of entering freshmen, and alumni giving rate were selected in part because they are used in national rankings of universities.

The goals of this Strategic Plan and metrics for measuring success are aligned with the University of Texas System Strategic Plan.

Not all progress can be measured quantitatively. For example, the reputation of the University is very important in attracting top talent, but reputation is established in a number of ways, many qualitative.

Top Priorities for the Next Three Years

Of the many actions to be taken, some are more critical than others because they lay the foundation for other successes. Table 8 summarizes the top priorities for the next three years. The priorities are:

- Private fund raising
- Approval and funding of new buildings
- Expansion of student enrollment
- Hiring outstanding faculty members.

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Table 7. Measures of Progress

Parameter	Current	Goal (3 Yrs)	Goal (6 Yrs)	Goal (10 Yrs)
Tenure/Tenure Track Faculty	382	456	525	610
Research Staff	5	11	21	30
Total Students	14,553	15,828	18,011	21,129
FTE Students	10,778	12,029	13,868	16,226
Research Expenditures	\$42 M	\$55 M	\$74 M	\$100 M
Ph.D.'s Awarded Annually	100	164	224	300
New Space Added (M sq. ft.)	2.8	3.3	3.9	4.4
Endowment	\$250 M	\$310 M	\$410 M	\$550 M
4-Year Graduation Rate	32%	36%	42%	47%
Freshman Retention Rate	80%	83%	85%	88%
Faculty in National Academies	2	4	6	10
SAT of Entering Freshmen	1250	1250	1250	1250
% Freshmen in Top 10% of Graduating Class	42	44	46	50
Alumni Giving (Participation)	2%	4%	7%	11%

Table 8. Top Priorities for the Next Three Years.

Year	Priority	Reason for Priority
2007	Private fund raising, Project Emmitt	A key project that must be successful
2007	Approval for major building projects	Building program must progress
2007	Initiate new degree programs	Essential for expanding enrollment
2008	Private fund raising, Project Emmitt	A key project that must be successful
2008	Expand enrollment	Essential for growth
2008	Approval for major building projects	Building program must maintain momentum
2008	Faculty hiring	Demonstrate ability to hire at highest level
2009	Private fund raising	Launch comprehensive capital campaign
2009	Expand enrollment	Essential for growth
2008	Approval for major building projects	Building program must sustain momentum
2009	Faculty hiring & research success	Demonstrate ability to recruit and deliver research results

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The University's ability to succeed on all the critical elements is proven. The University has increased its student enrollment by 65% in the past 10 years. In the past 12 months alone, the State and UT System have committed \$130 million toward new building projects at UT Dallas. UT Dallas has proven its ability to attract support from the private sector, for example, as evidenced by the \$30 million gift that created the Eugene McDermott Scholars Program and its already substantial \$230 million endowment. Finally, the University has demonstrated an ability to recruit top-quality people at all levels in the past several years.

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Appendix A – Building Plan

The University currently has 2.8 million gross square feet of building space, including 1.5 million square feet of academic and research space and 485,000 square feet of student housing space. About 100,000 gross square feet of existing space is unassigned and reserved for future faculty hires in the newly completed Natural Science and Engineering Research Laboratory and in the Frances and Mildred Goad Building, which houses the Center for BrainHealth.

Building Additions in Progress

Four new building projects have been approved and are in the design phase:

1. Service and maintenance compound (40,000 square feet);
2. Math, Science, and Engineering Teaching-Learning Center (70,000 square feet);
3. Student residential housing addition (126,000 square feet); and
4. Campus dining hall (20,000 square feet).

A major renovation project for Founders Building (160,000 gross square feet) will begin in late 2007 or early 2008, and will create significant new instructional and classroom space.

A new student services building (70,000 gross square feet), which would be funded by a new student fee, has been proposed. If approved, student services currently located in the McDermott Library will be moved out of the Library, eliminating need for Library expansion over the next 10 years, and taking pressure off space needs in other buildings, as well.

Need for New Space

For planning, it is assumed that each new faculty position will require 3,500 square feet of academic and research space, a number that is 13% below the current average of 4,000 square feet per faculty member, to reflect efficiencies and economies of scale⁸. The space requirement for 228 new faculty positions is $228 \times 3,500 = 798,000$ square feet. As indicated earlier, about 100,000 square feet of just-completed space is available for new faculty, reducing the future space need for new faculty to 698,000 gross square feet.

In addition to the new faculty positions, many replacement faculty members will require more space than the people being replaced, because of the added emphasis on research. About 70 research-active faculty replacements will require an additional 1,000 square feet each, for a total of 70,000 square feet of new space.

The planned 25 new professional research staff will each require about 3,500 square feet of new space, creating a need for 87,000 square feet of new space.

Thus, the total new academic and research building space need is $698,000 + 70,000 + 87,000 = \mathbf{855,000 \text{ square feet}}$.

⁸ Economies are realized because little additional administrative infrastructure is needed, research space is designed for shared use, and growth builds on existing programs (rather than creating entirely new schools or program areas).

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The addition of 5,000 new students generates need for 125,000 square feet of new classroom space. This space need will be met by new or renovated space already in the design phase, by classroom space incorporated in new academic and research buildings, and by future renovations that will convert space currently used as conference and general meeting space to additional classroom space.

Currently, about 25% of the University's 10,000 FTE students live on campus. With 5,000 new FTE students, keeping this same ratio, the University will need new housing for 1,250 students, and probably more, given the current demand for residential housing.

The University will also need new infrastructure and an events-conference center. A small but inadequate existing conference center is used for many purposes, including student orientation events, special lectures, and performing arts. The existing Activities Center currently serves as the basketball facility, special events center, and the University's facility for graduation ceremonies, but is of inadequate size for graduation ceremonies (it is no longer large enough to accommodate the graduation ceremony for the University's largest school, requiring the University to split graduation over multiple ceremonies and days, and limit the number of tickets per family). Because 50% of UT Dallas' baccalaureate degrees are awarded to first-generation college graduates, family participation in graduation ceremonies is highly desirable among our constituencies. The new facility would double as a conference facility with an auditorium holding about 800 people and smaller breakout rooms, an arena area with seating for 6,000, and a large open area suitable for receptions or large luncheons for students and families. The existing Conference Center would be renovated and converted to academic use for classrooms.

Building Plan

The building construction plan for new research and academic space is shown in Table A-1. All estimated costs are in today's (2007) dollars and will increase over time with inflation, as will income to the University.

Table A-1. Plan for New Academic and Research Support Space.

Building	Square Feet	Cost (\$ M)	When Needed?	When Authorized?
Arts and Technology	100,000	63	2010	2007
Engineering	200,000	130	2011	2008
Science	180,000	90	2012	2009
School of Management Expansion	80,000	26	2013	2010
Science and Engineering #1	150,000	80	2014	2010
Science and Engineering #2	145,000	80	2015	2011
ACADEMIC & RESEARCH	855,000	\$469		

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Historically, the State of Texas has funded major building projects about every 4 years. Over a 10 year period, perhaps 2 of the 6 buildings in Table A-1 would be funded by the State. A reasonable assumption for planning purposes, based on this 2/6 ratio, is that State funds might cover one-third of the \$469 million cost in Table A-1, or \$156 million. Private fund raising totaling \$60 million is planned to reduce some of these costs.

The new buildings will have significant operating and maintenance cost. However, this cost is built into the “overhead” component of the \$315,000 of annual expenditures per faculty member. The operating cost will increase over time, but income should increase proportionally.

Funding for a new building must be authorized 3 to 4 years before the building comes on line. The last column in Table A-1 shows when the project would have to be authorized in order to meet the schedule for completion.

The construction schedule indicated in Table A-1 is linked to the pace of new faculty hires. Table A-2 provides a year-by-year breakdown of the space need. Figure A-1 (next page) shows graphically the space need as it accrues with new faculty hiring.

Table A-2. Year-by-Year Breakdown of the Academic and Research Building Plan.

Year	Time	Number of Faculty	Annual New Space Need (sq ft)	Cumulative Space Need (Sq ft)	Available Space for New Faculty (sq ft)	Comments on New Space
0	2006	382	0	0	100,000	Recently opened buildings
1	2007	406	99,700	99,700	100,000	
2	2008	431	103,200	202,900	100,000	
3	2009	456	103,200	306,100	100,000	
4	2010	480	99,700	405,800	200,000	100,000 sq ft for new arts and technology building
5	2011	500	85,700	491,500	400,000	200,000 sq ft for new engineering building
6	2012	525	103,200	594,700	580,000	180,000 sq ft for new science building
7	2013	549	99,700	694,400	660,000	80,000 sq ft for expansion to School of Management
8	2014	570	89,200	783,600	810,000	150,000 sq ft for new science and engineering building #1
9	2015	591	89,200	872,800	955,000	145,000 sq ft for new science and engineering building #2
10	2016	610	82,200	955,000	955,000	

The University will need infrastructure improvements, as summarized in Table A-3. As stated above, the University will have growing needs for other buildings, including a new student services building, an events/conference center, a campus dining hall, new housing, and expanded student recreational facilities, as shown in Table A-4.

Figure A-1. Space Needs for Academic and Research Space Compared with Plan to Construct New Space over the Next 10 Years.

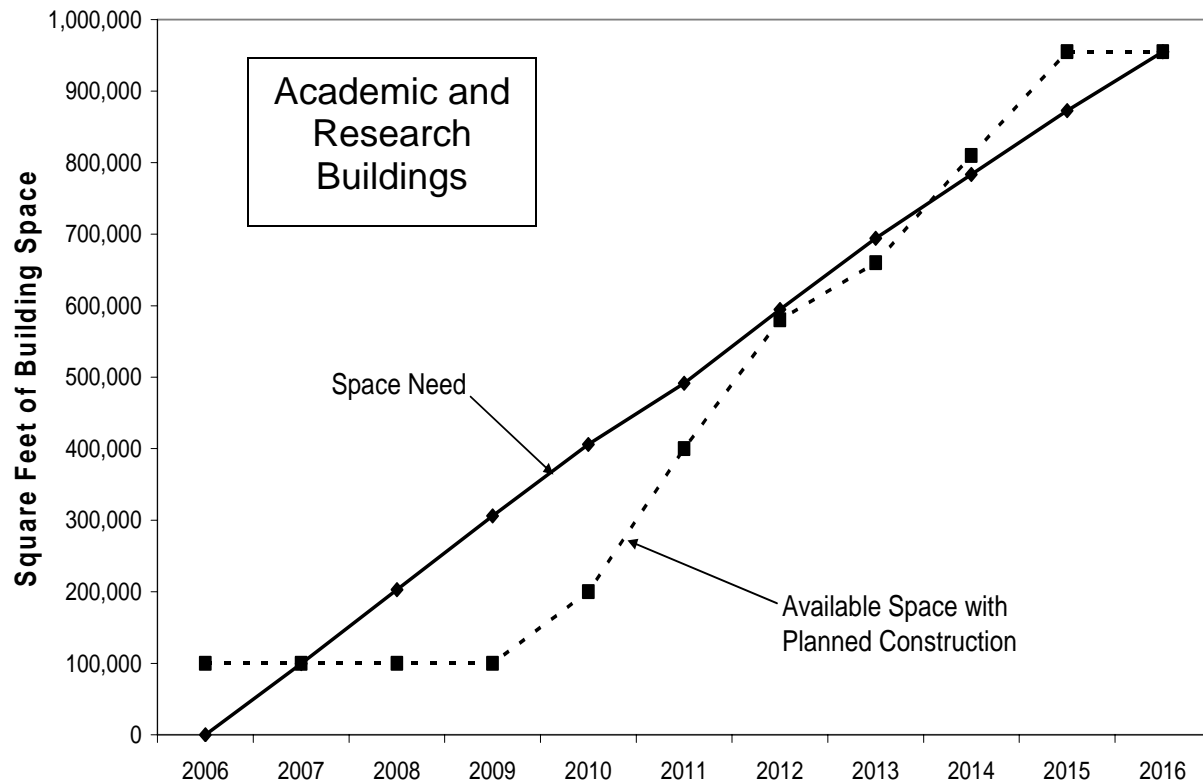


Table A-3. Plan for Infrastructure Improvements.

Infrastructure Project	Cost (\$ M)	When Needed	Source of Funding	Description
Vehicular and Pedestrian Safety Improvements	10	2007	UT System PUF	Ring road, access roads, north and south entrance roads, pedestrian pathways
Parking Lots (New and Renovation)	3	2008	Parking Fees	New parking lots; upgrades to existing lots
Electrical System Upgrades	3	2008	UT System PUF	Necessary upgrades identified from recent study
New Energy Plant	25	2010	UT System PUF	New energy plant needed
Parking Garage	10	2012	Parking Fees	Parking for new buildings
TOTAL	\$51 M			

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Table A-4. Plan for Other New Buildings.

Building	Square Feet	Cost (\$ M)	When Needed	Source of Funding
Housing #1	126,000	25	2009	Rent (project in design)
Food Service	20,000	13	2009	Food Income (project in design)
Student Services	86,000	28	2009	Student fee; fee under consideration by State legislature
Housing #2	126,000	30	2011	Rent
Bookstore	10,000	3	2011	Rent (income from sales)
Recreation Facility	40,000	16	2011	Student fee
Expand Student Union	40,000	15	2012	Student fee
Events & Conference Facility	140,000	49	2013	UT Dallas budget + revenue
Housing #3	126,000	30	2014	Rent
TOTAL	714,000	\$209 M		

The University needs to renovate aging space or space that has been vacated. A summary of these needs is shown in Table A-5 (next page). The total cost is estimated to be \$71 million in today's dollars. This cost is beyond the funding capacity of UT Dallas from its operating budget and can only occur with significant help from the UT System PUF or other external sources.

The Callier Dallas renovation is a special case. The Callier Center for Communication Disorders (Dallas campus) consists of 100,000 gross square feet of space constructed principally in the 1960's on the UT Southwestern Medical Center campus. The Callier Center houses faculty, graduate students, health care and treatment facilities, and a child care facility used for children receiving treatment at Callier as well as children of faculty and staff at UT Southwestern Medical Center. The space could be renovated, but given the lack of any temporary space to conduct operations while the building is being renovated, as well as the age of the building, a more logical step might be to build anew.

A new building slightly farther from the heart of the UT Southwestern Medical Center campus core, closer to the new Frances and Mildred Goad Building that houses the UT Dallas Center for BrainHealth, would be logical. Although options have not been explored, making the existing building available to UT Southwestern might help UT Southwestern meet its critical building needs close to the core of its campus. Further planning is needed to understand whether renovation of the existing building, or construction of a new building, is the better option, but as a placeholder, renovation is shown in Table A-5.

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Table A-5. Renovation Plan.

Renovation Project	Sq. Feet	Cost (\$ M)	When Needed	Source of Funds	Description
Vacated Engineering and Science Space (Engineering, Berkner, Multipurpose, and Founders Annex)	50,000	20	2009	UT System PUF	Transfer of research to new NSERL building vacates old laboratory and research space, which needs to be upgraded for new functions
Goad Building (Center for BrainHealth, 2 nd Floor)	21,000	5	2009	Private	Finish out the 2 nd floor
Callier Dallas	100,000	12	2011	UT Dallas	40 year old building needs renovation
McDermott Library, Basement & Second Floor	100,000	9	2012	UT System PUF	Project to start after Student Services Building completed (functions move out of Library)
Green Hall	132,000	18	2013	UT System PUF	32 year old building needs updating for modern functions
Conference Center	26,000	7	2015	UT Dallas	Convert to instructional space after new conference and events center is opened
TOTAL	429,000	\$71 M			

The overall building and renovation program is summarized in Table A-6, organized by sources of funds and sorted by authorization date within each category.

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Table A-6. Summary of Building and Renovation Plan.

Source	Building or Project	Cost (\$ M)	When Needed	When Authorized
State or UT System PUF or Private	Vehicular & Ped. Safety Improvements	10	2007	2007
	Arts and Technology	63	2010	2007
	Infrastructure (Electrical Upgrade)	3	2008	2007
	Renovation (Vacated Space)	20	2009	2008
	Engineering Building	130	2011	2008
	Infrastructure (Energy Plant)	25	2010	2008
	Science Building	90	2012	2009
	Management Expansion	26	2013	2010
	Renovation (Library)	9	2012	2010
	Science & Engineering Building # 1	80	2014	2011
	Science & Engineering Building # 2	80	2015	2011
	Renovation (Green Hall)	18	2013	2011
	TOTAL: State, UT System, & Private	\$554		
UT Dallas	Housing # 1 (Rent Income)	25	2009	Authorized
	Food Service (Service Income)	13	2009	Authorized
	Parking Lots (Parking Fee Income)	3	2008	2007
	Student Services Building (New Fee)	28	2009	2007
	Parking Garage (Parking Fee)	10	2012	2009
	Housing # 2 (Rent Income)	30	2011	2009
	Bookstore (Rent Income)	3	2011	2009
	Recreation Facility (Fee)	16	2012	2009
	Student Union Expansion (Fee)	15	2012	2009
	Renovation (Callier)	12	2011	2009
	Events and Conf. Center (UTD + Income)	49	2014	2011
	Housing # 3 (Rent Income)	30	2014	2012
	Renovation (Conf. Center conversion)	7	2015	2013
	TOTAL: UT Dallas	\$241		
Private	Goad Building 2 nd Floor Finish	5	2009	
	TOTAL: Private	\$5		
	GRAND TOTAL	\$800		