

## UT System Strategic Plan 2006-2015 – Proposed Framework

### Background

In May 2005, Chairman Huffines appointed a planning task force to develop a new strategic plan for the UT System. The task force was charged to

- Think boldly to produce a concise, timely, and meaningful written statement of the Board's strategic direction over the next 5 to 10 years, including specific benchmarks.
- Align this new strategic statement with projected academic, health care, research, and capital needs and investments and, also, with the state's Closing the Gaps goals and any other comprehensive plan for higher education. Address planning assumptions, key themes and priorities, goals, alignment with investments (budgeting, capital planning), and benchmarks to measure progress.
- Build on the ideas discussed at Board retreats, on ideas and issues raised by UT System institutions in the Compacts or other institutional planning documents, and by the System Administration.
- Consult widely with groups including all Regents, Presidents, members of the Faculty Advisory Council, Student Advisory Council, Employee Advisory Council, Council of Academic Institutions, Council of Health Institutions, representatives of the Chancellor's Council, higher education policy leaders and staff in Texas and Washington. Consult with outside experts to gain perspective on the UT System's opportunities, challenges, and position in the national higher education environment.

Based on the consultations and research commissioned by the planning task force, and at the request of Chancellor Yudof, the planning framework is being developed during spring 2006. An overview of the draft framework appears below. The final plan will be presented to the Board of Regents in summer 2006.

### Framework

#### I. Introduction

- Twenty-first century challenges for The University of Texas System: global integration and competition; scientific, technology, and economic gaps in Texas; demographic pressures; balancing quality and growth; enhancing UT System distinctiveness
- Purpose and scope of the strategic plan
- The UT System in 2015
- Implementing the UT System planning framework: roles of the Board of Regents; UT System institutions; the UT System Administration; implementation steps

#### II. UT System Strategic Directions and Initiatives

##### 1. Enhancing student success

- a. Improving undergraduate success
  - Use the tuition structure and other institutional policies to encourage full-time, full-year attendance and to improve graduation rates
  - Provide more systematic feedback on the labor market
  - Maintain and develop a focus on student learning outcomes
  - Develop policies for handling remediation and acceleration
- b. Developing more majors in science, technology, engineering, and mathematics (STEM) disciplines
  - Provide more systematic feedback on the labor market for STEM graduates
  - Recruit more graduate students within the UT System
  - Consider replicating the successful UTEACH model from UT Austin
  - Consider what limitations may be imposed on specific majors by facilities, equipment, accreditation requirements, and faculty availability

- c. Strategic uses of student aid
  - Focus financial aid on student success and graduation
  - Consider policy and resource needs and implications of providing a guarantee of access to UT System academic institutions
  - Form partnerships and leverage work-study funds with the community and industry
  - Award competitive grants to institutions that develop and successfully implement student success initiatives
  - Develop plans to assess student success in terms of persistence
- d. New approaches to managing enrollment strategically
  - Assess the current capacity of each campus, considering the efficiencies that could be achieved through better use of existing facilities
  - Consider what limitations may be imposed on specific majors by facilities, equipment, accreditation requirements, and faculty availability
  - Design realistic freshman and transfer admission policies
  - Review existing academic policies
- e. Improving graduate education and the post-doctoral experience
  - Proposed task force on doctoral programs and the post-doctoral experience
- f. Expanding global initiatives
  - Build on existing activities and areas of expertise at the UT System level and among campuses
  - Identify areas where the UT System can “be the best” globally, match with existing international strengths within the System, and note strategic gaps
  - Convene a System-wide international task force to develop recommendations on a strategic framework for internationalization and high-priority areas to enhance or develop
  - Lay out, during 2007-08, a 10-year international strategy for the UT System, specifying areas of emphasis for students, research, and institutional partnerships

## **2. Increasing research, global competitiveness, and technology transfer**

- a. Enabling the UT System to help keep Texas competitive
  - Focus on areas where the UT System has natural advantages, including the establishment of cross-institutional partnerships, leveraging state and national resources
  - Define high-potential areas for partnerships and become a partner of choice for high-tech collaborations
  - Invest in infrastructure and staff to support the formation of research and technology partnerships
- b. Enhancing research
  - Lead and support development of macro-level projects, such as the nano-electronics initiative; empower current faculty to engage in much bigger projects and to collaborate across institutions; provide database of research interests across the UT System; provide funding for research facilities
  - Provide professional development and support for establishment of campus-based research development offices, grant writing, and the preparation of major grant proposals
  - Link the UT System Hispanic-serving institutions with more developed research enterprises to win larger inter-institutional awards that include a workforce element
- c. Increasing technology transfer
  - Provide and widen sources of information
  - Form advisory groups and identify partners

- Strengthen infrastructure; provide centralized, regional, and local services, e.g., support for patent applications, as needed by campuses
- d. Increasing impact on workforce development
  - Recruit more American students into science and engineering degree programs
  - Work with K-12 systems to improve teaching and students' preparation in math and science
- e. Developing additional top-tier academic campuses and areas of strength
  - Target investments to recruit the best possible faculty for the campuses
  - Engage faculty in identifying and discussing emergent areas of expertise
  - Provide centralized assistance for campuses with new research efforts
  - Continue to implement recommendations from the Washington Advisory Group (WAG) Report
  - Strengthen campus leadership and faculty development

### **3. Improving the quality of health care in Texas**

- a. Preparing diverse, high quality health professionals adequate to serve needs of Texas
- b. Creating new knowledge to improve health for a growing research enterprise of national and international quality and impact
- c. Recruiting, educating, training, and developing outstanding faculty members who will contribute to the increasing body of knowledge and leadership in their fields
- d. Providing the highest quality, state-of-the-art, preventative, and therapeutic measures for those who seek care at UT System institutions
- e. Facilitating the translation of research discoveries to appropriate applications for people's health, including development of new products, devices, clinical practices, and continuing education of health professionals
- f. Managing UT System health institutions in an efficient, cost effective manner to provide income adequate to maintain quality and invest in new programs, and to be employers of choice
- g. Achieving growth in philanthropic support to allow more effective fulfillment of the institutions' missions
- h. Increasing public awareness of the mission and contribution of health institutions and making their expertise available for rational and effective public policies

### **4. Enriching society through arts and cultural contributions**

- a. Providing opportunities for students on each campus to participate in the arts
- b. Including artistic creativity in criteria for evaluation of faculty accomplishments
- c. Infusing arts into public ceremonies on campuses
- d. Considering adequate venues for the arts along with other capital investments

### **5. Improving productivity and efficiency**

- a. Finding sources of revenue
  - Each campus will model their projected five-year resource requirements, consistent with the objectives of the campus and System strategic plans, and determine a strategy for acquiring the necessary resources

- The UT System will provide assistance to the campuses by helping develop the model, helping to monitor progress, and suggesting tools that might be implemented to accommodate the resource need
  - Look for innovative approaches to using auxiliary revenues, gifts, clinical revenues, grants and technology, investment income, and new forms of public/private partnerships to generate income and share costs
- b. Efficiency initiatives
- Consider centralization of commodity-like and specialized services
  - Reevaluate debt capacity
  - Consider other efficiency initiatives such as: outsourcing or privatization, increased use of student labor, decentralized and streamlined decision making, labor management, joint purchasing, utility conservation, leveraging information technology infrastructure and investments, flexibility of faculty staffing and curriculum reform, greater use of online courses, increased space utilization, new approaches to employee benefits, transferring costs, elimination of non-mission critical activities, targeted reallocation, mission focus, employee development programs
- c. Using technology to enhance efficiency and productivity in the classroom
- Expand technologically delivered courses
  - Ensure quality of technologically delivered courses
  - Expand capacity of the UT TeleCampus to support member institutions

## **6. Assuring integrity, accountability, and public trust**

- a. Communicating and educating the public more effectively about the value and impact of the UT System and higher education
- Position the UT System as a national model of leadership of academic and health care institutions
  - Build and strengthen the general public, media, and state leadership understanding of the importance of the UT System and the 15 institutions in local communities, the state, and the nation
  - Build public trust in the brand of the UT System by increasing public awareness of, and appreciation for, the aggregate of the System as a whole
- b. Aligning System and institution plans
- Align UT System planning framework at the Board, System, and institution levels
  - Expect each campus to develop a strategic plan; base annual compacts on these plans; consider enhancement of policies, procedures, and communication about review of academic programs
  - Update the Board annually on implementation of the UT System plan, using specific measures of progress
- c. Enhancing accountability and compliance
- Refine and maintain national leadership in accountability reporting to emphasize outcome and impact measures; use accountability to track progress of planning priorities
  - Enhance the compliance framework through: a proactive, non-compliance prevention and detection infrastructure; an Enterprise Risk Management approach that looks at strategic, operational, financial, and compliance risks as a whole; an environment that includes open communication and learning opportunities to avoid repetition of failures; and support to remain the internal audit and compliance leaders in universities and health-related institutions