

# FRAMEWORK FOR ADVANCING EXCELLENCE: AN ACTION PLAN

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**THE UNIVERSITY of TEXAS SYSTEM**

*Nine Universities. Six Health Institutions. Unlimited Possibilities.*

# Action Plan

- Emphasis on productivity and outcomes
- One size does not fit all
- Accountable, but not prescriptive
- Alignment with institutions, Board, and System Administration
- Nine focal areas
  1. Undergraduate Student Access and Success
  2. Maintaining Excellence in the Faculty, Administration, and Staff
  3. Research
  4. Productivity and Efficiency
  5. Information Technology Infrastructure Investments
  6. Philanthropy
  7. Ph.D. Programs
  8. Health and Medical Education
  9. Expanding Educational and Health Opportunities in South Texas and the Lower Rio Grande Valley



# Framework Focus

## 1. Undergraduate Student Access & Success

- A. Increase total number of degrees conferred
- B. Reduce financial impact on students and families
- C. Enhance and increase blended/online learning, as well as traditional learning, to augment student success



# 1. Undergraduate Student Access & Success

## A. Increase total number of degrees conferred

1. Strengthen methods to increase number of degrees conferred, and establish target goals.
2. Review and strengthen enrollment management plans that consider the demographic changes of the state of Texas.
3. Each institution to revise and enhance action plans to become top performers in 4-year graduation rates, among their respective peer groups, of:
  - a. full-time students,
  - b. transfer students, and
  - c. other relevant cohorts



# 1. Undergraduate Student Access & Success (cont.)

## A. Increase total number of degrees conferred (cont.)

4. Implement tuition policies that incentivize students to graduate in four years.
5. Implement innovative plans to improve student advising to enhance persistence rates toward shortening time to degree.



# 1. Undergraduate Student Access & Success (cont.)

## B. Reduce financial impact on students and families

1. Develop annual full cost disclosure statements for students/families to encourage 4-year, or shorter, graduation rates including comparative cost of 5 and 6-year graduation rates, and to demonstrate transparency and full disclosure.
2. Identify and further implement strategies to reduce debt burden for students.



# 1. Undergraduate Student Access & Success (cont.)

## C. Enhance and increase blended/online learning to augment student success

1. Enact recommendations of the Blended and Online Learning Task Force, as approved by the Board of Regents, which include the following:
  - Establish a Regental merit-based grant program to become a national leader in augmenting student success through blended and online courses.
  - Hire a national expert on blended and online learning who will lead the effort to develop a plan with appropriate goals.
  - Enhance the use of technology to improve student learning (e.g., large gateway courses, hybrid instruction, and long distance learning), including the utilization of prequalified vendors to provide access to established blended/online learning systems, when appropriate.
- Expand the portfolio of online courses to be shared Systemwide, thereby increasing outreach to all students



# Framework Focus

## 2. Faculty / Administrators / Staff Excellence

- A. Recruit, retain and reward great faculty
- B. Utilize incentive-based compensation strategies
- C. Strengthen annual performance evaluations
- D. Strengthen post-tenure review
- E. Conduct college/school external evaluations
- F. Recruit outstanding administrative and faculty leadership



## 2. Faculty / Administrators / Staff Excellence

### A. Recruit, retain and reward great faculty

1. Continue to enhance Systemwide and institutional efforts to identify, recruit and retain great faculty:
  - a. Utilize and expand the STARS program to enable great research and teaching,
  - b. Expand teaching excellence awards.



## 2. Faculty / Administrators / Staff Excellence (cont.)

### B. Utilize incentive-based compensation strategies

1. Enhance compensation strategies for faculty and administrators to reward and incentivize performance.

### C. Strengthen annual performance evaluations

1. Ensure that annual performance evaluations are strengthened to better define performance levels and are completed for all employees (faculty, administrators, and staff).



## 2. Faculty / Administrators / Staff Excellence (cont.)

### D. Strengthen post-tenure review

1. Revise Regents' Rule on post-tenure review to better differentiate performance levels and enhance excellence.

### E. Conduct college/school external evaluations

1. Review and strengthen plans to provide for holistic external reviews of each institution's colleges or schools, similar to organized research unit reviews are provided in Regents' Rule 40602.



## 2. Faculty / Administrators / Staff Excellence (cont.)

### F. Recruit outstanding administrative and faculty leadership

1. Develop or strengthen strategies that assure a rigorous selection and appointment process to recruit outstanding department chairs.



# Framework Focus

## 3. Research

- A. Promote strategic research collaborations
- B. Augment technology transfer and commercialization
- C. Support emerging research universities



## 3. Research

### A. Promote strategic research collaborations

1. Identify and pursue synergistic collaborations among U. T. System institutions, other higher education institutions, government agencies, as well as public and private entities to produce more externally sponsored research funding and to create shared facilities (e.g., laboratory space, equipment).
2. Identify new revenue streams, including philanthropy, to support research missions.



### 3. Research (cont.)

#### B. Augment technology transfer and commercialization

1. Fund new System initiative to enhance technology transfer and commercialization.

#### C. Support emerging research universities

1. Develop business plans to operationalize the institutional strategic plans required by HB 51 (81<sup>st</sup> Legislature) to enhance teaching, student success and research.



# Framework Focus

## 4. Productivity and Efficiency

### Implement Additional Cost Containment Strategies

- A. Standardized Systemwide operational systems
- B. Implement additional shared services initiatives
- C. Conduct administrative organizational reviews
- D. Review and implement effective space utilization



## 4. Productivity and Efficiency

### A. Standardized Systemwide operational systems

1. Prioritize a list of Systemwide operational systems to be standardized, then create and implement a long-term strategy for standardizing those systems.

### B. Implement additional shared services initiatives

1. Continue to define and implement shared services initiatives at System Administration for the benefit of the institutions.



## 4. Productivity and Efficiency (cont.)

### C. Conduct administrative organizational reviews

1. Conduct external reviews of System Administration and each institution's organizational structure.

### D. Review and implement effective space utilization

1. Develop criteria to assess and improve academic, research, and administrative space utilization and strategies, including productivity indices, and review of space utilization policies.



# Framework Focus

## 5. Strategic Information Technology Infrastructure Investments

- A. Expand computational power and storage capacity through Systemwide information technology plan
- B. Establish System interactive database



## 5. Strategic IT Infrastructure Investments

- A. Expand computational power and storage capacity through Systemwide information technology plan
  - 1. Engage expert/consultant in the development of a Systemwide information technology plan (including expanded computing power and capacity) to support research, education, patient care, operational functions, and blended and online learning course offerings.



## 5. Strategic IT Infrastructure Investments (cont.)

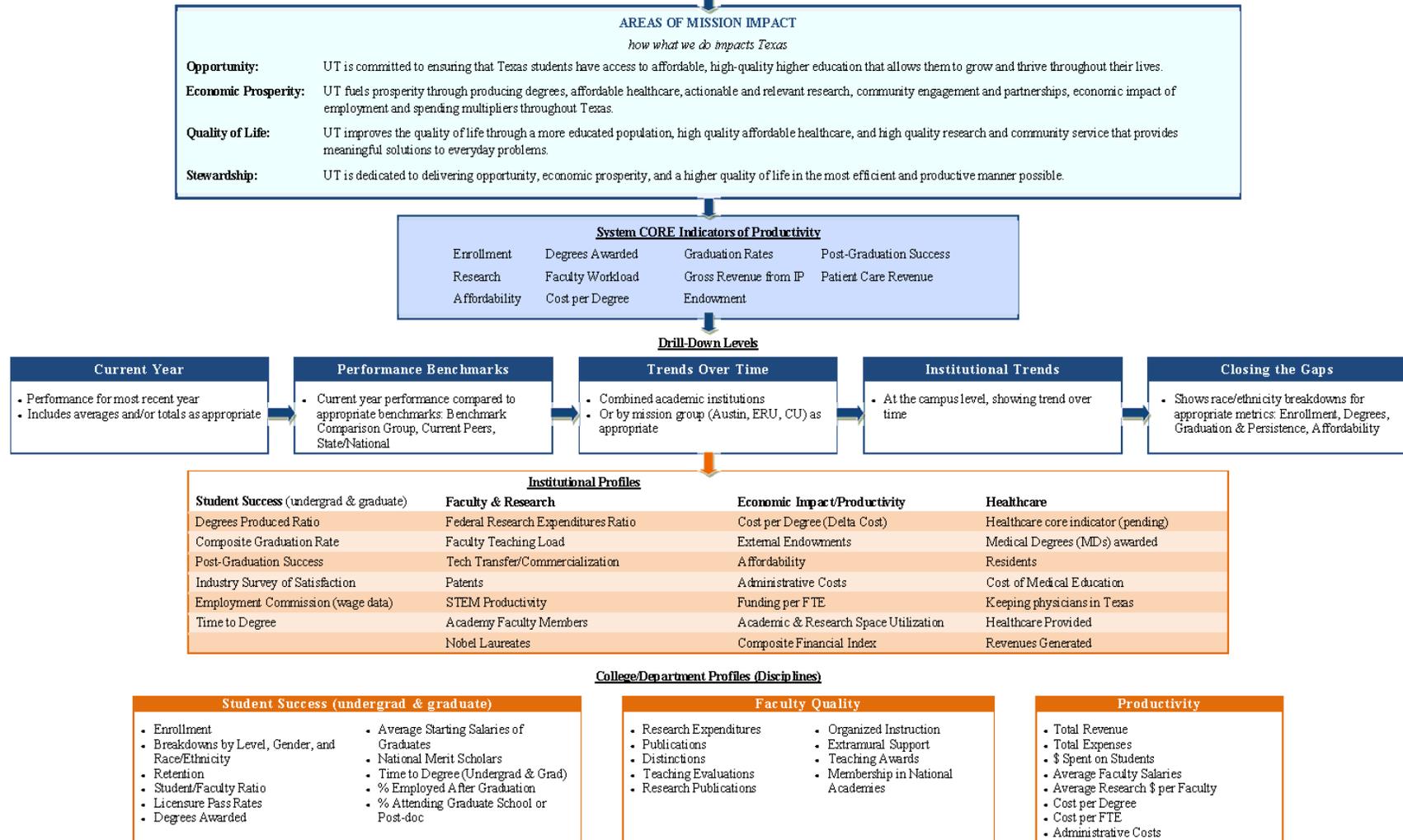
### B. Establish System interactive database

1. Prioritize dashboard metrics and develop recommendations, and identify resources for supporting interactive database to support the management of the System and its institutions, mandated State reporting requirements, and the Productivity Framework Dashboard.



**DRAFT: Conceptual Diagram of Chancellor's Productivity Framework for UT System**

*The UT Mission (what we do): education, research, healthcare, public service*



# Framework Focus

## 6. Enhance Philanthropic Success

1. Each campus to develop and implement a multi-year business plan demonstrating a balanced and effective development program, with appropriate targets and goals tied to the institutional strategic plan, comprising a higher percentage of institutional expenditures, with a goal of being top performer among peer groups.
2. Renewal of Strength in Numbers initiative to make strategic investments in key development personnel and operations to increase private revenue, including support to System to assist and provide to individual institutions high quality professional development officers, where needed.



# Framework Focus

## 7. Ph.D. and Doctoral Programs

- A. Assure high performance programs
- B. Mentor and advise Ph.D. students
- C. Incentivize shortened time to complete Ph.D.



## 7. Ph.D. and Doctoral Programs

### A. Assure high performance Ph.D. programs

1. Strengthen criteria for review and continuation of Ph.D. programs, remediation, or closure that consider current rules and regulations regarding Ph.D. programs.

### B. Mentor and advise Ph.D. students

1. Strengthen and develop innovative plans to improve Ph.D. student advising to shorten time to degree, and provide career advising.

### C. Incentivize shortened time to Ph.D.

1. Set clear criteria and expectation in an agreement, between student and department regarding time-to-completion including incentives, deadlines and consequences for failing to meet expectations.



# Framework Focus

## 8. The Health of Texas

- A. Implement Transformation in Medical Education (TIME) pilot projects
- B. Advance medical education and research in Austin
- C. Advance Austin, and other metropolitan areas, as technology/biotechnology research hubs
- D. Improve patient safety and quality



## 8. The Health of Texas

### A. Implement TIME pilot projects

1. Engage outside consultant to evaluate and assist in further implementation of TIME pilot projects.

### B. Advance medical education and research in Austin

1. Under the existing affiliation agreement, enhance linkages between the Seton Healthcare Family, U. T. Southwestern Medical Center, U. T. System, U. T. Austin, and other key supporters to expand medical education and research in Austin, including increased biomedical research programs and number of faculty in Austin
2. Further develop and continue working toward the comprehensive U. T. System strategic plan for 4-year research intensive medical education, including expanded residencies, biomedical research, and interdisciplinary health education in Austin.



## 8. The Health of Texas (cont.)

### C. Advance Austin, and other metropolitan areas, as technology/biotechnology research hubs

1. Leverage research productivity and reputation of U. T. System and U. T. Austin to attract greater resources for the advancement of U. T. and Austin as a technology/biotechnology hub (e.g., venture capitalists, angel investors, etc).
2. Leverage research productivity and reputation of other U. T. System institutions to attract greater resources to expand and develop our other metropolitan areas as technology/biotechnology research hubs within their communities (e.g., venture capitalists, angel investors, etc).



## 8. The Health of Texas (cont.)

### D. Improve patient safety and quality

1. Pursue systems engineering initiatives and research to improve patient safety, quality and efficiency of care.



# Framework Focus

9. Expanding Educational and Health Opportunities in South Texas
  - A. Finalize and advance comprehensive South Texas/Lower Rio Grande Valley Plan
  - B. Establish U. T. Brownsville as a free standing 4-year university



## 9. Expanding Educational and Health Opportunities in South Texas

### A. Finalize and advance comprehensive South Texas/LRGV Plan

1. Implement comprehensive South Texas/LRGV Plan including enhancing STEM success, UTeach, and smart hospital, expanding residencies and biomedical research.
2. Further develop and continue working toward plans for interdisciplinary health education, including comprehensive 4-year medical education.



## 9. Expanding Educational and Health Opportunities in South Texas (cont.)

### A. Finalize and advance comprehensive South Texas/LRGV Plan (cont.)

3. Enhance linkages between U. T. Brownsville, U. T. Pan American, Regional Academic Health Campuses, the Laredo Regional Campus, community colleges, and independent school districts, to comprehensively serve the educational needs of South Texas.
4. Identify resources to expand STARS program for academic institutions in the Lower Rio Grande Valley.



## 9. Expanding Educational and Health Opportunities in South Texas (cont.)

### B. Establish U. T. Brownsville as a free standing 4-year university

1. Establish U. T. Brownsville as a comprehensive 4-year university ensuring full educational opportunities for the region.



# The University of Texas System

## A World-class Educational Experience

