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UNIVERSITY

# State of the University Overview

- Review of FY14
- Use Metrics to Measure Our Progress
- FY15 Preliminary Budget
- Planning Process
- How Our Focus Will Evolve for FY16 and FY17
- FY15 Action Items
- Our Value and Our Dreams

# Review of FY14

- Financial challenges, budget and the transformation project
- Research support improvements
- Special Item and TRB submissions
- SACS accreditation and QEP preparation
- Capital Campaign goal exceeded!
- Eagle Express success
- A focus on students

# FY14 Highlights

- Got rid of password changes every 90 days!
- Hired a new VP of Finance and Administration and reorganized division
- Highest incoming SAT scores in school history
- Largest total number of graduates in our history
- Mandatory freshmen advising and First Flight for FTIC
- Improved community college articulation with curriculum maps and 7 advisors in community colleges
- Supply Chain and Logistics (College of Business) moved from nation's #23 to #6 undergraduate supply chain programs
- Accounting undergraduate and master's programs among nation's Top 50 in *Public Accounting Report* rankings
- Opened new labs at Discovery Park
- Broke ground and “topped off” new University Union



# FY14 Highlights, continued

- Angela Wilson voted Woman Chemist of the Year by the American Chemical Society
- Richard Dixon named president-elect and president of American Society for Plant Biologists
- UNT Alumni Association membership hits 10,000
- Library ranked 9<sup>th</sup> in North America in digital holdings
- Launched Sustainable Communities initiative with workforce solutions, North Central Texas Council of Governments and 30 corporations
- UNT ranked most sustainable campus in Texas by College Finder
- Beat UNLV in Heart of Dallas Bowl!
- Hired new President 😊

# Use Metrics to Measure Our Progress

## Key Student Measures

- Enrollment: UG total and FTSE, Grad total and FTSE
- % minority enrollments
- FTIC, New Transfer, New Graduate
- 1st year retention rate
- 4-year graduation rate
- 6-year graduation rate
- Degrees awarded
- Degrees per FTSE
- PhDs and doctoral degrees awarded
- SAT, GRE, National Merit, class rank
- Students employed upon graduation

## Key Institutional Measures

- Programs in top 100 (*USNWR*)
- Total and restricted research expenditures
- # full-time and T/TT faculty
- Expenditures per student
- Faculty excellence
- Total revenues (single count)
- Annual gifts
- Total endowment
- Institutional ranking
- Campus GSF and research space
- Total alumni and alumni association members

*These include key NRUF and Carnegie RU/VH measures, as well as measures we need to better manage UNT. Additional measures will be added as our data warehouse improves.*

# FY14 Key Measures

## Year to Year Comparison

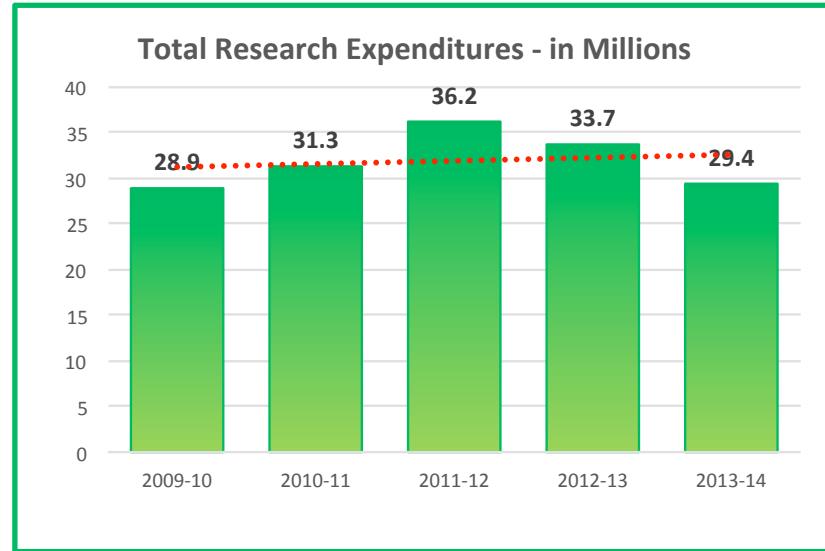
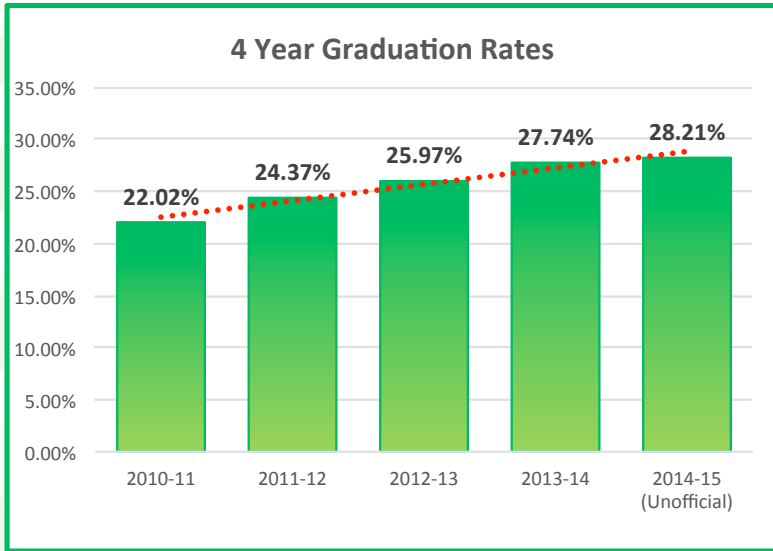
### Improved in FY14

- First-year retention – up 2.5%
- Total FTSE – up 1%
- PhD degrees – up 27%
- Research space – up 14%
- SAT scores – up 1 point
- # of programs in top 100 (*USNWR*) total of 14, up 2
- Endowment – \$140M, up \$16M
- 4- and 6-year graduation rates and total UG degrees awarded, all up

### Declined in FY14

- Total graduate enrollment – down 3.5%
- Incoming student headcount – down 1.5%
- Master's degrees awarded – down 5.5%
- # of T/TT faculty – down 3.5%
- Total research expenditures – down 12.7%

# We also will use 5-year trend lines to measure our progress, here are 2 examples



# FY15 Preliminary Budget

Operating Revenues	\$548.5M	Operating Expenses	\$539.4M
Other Income	\$23.4M	Other Expenses	\$23.4M
Total Revenues	\$572M	Total Expenses	\$562.8M
Fund Balance \$9.1M			

## Budget Priorities

- Stay “in the black”
- Build reserves
- Provide modest merit raises
- Account for all *ad hoc* funding (recurring and non-recurring previously unbudgeted expenses)
- Account for all non-state funded benefits
- Invest in student recruitment and retention
- Improve operations

# Planning Process

*will be adaptive, transparent and collaborative*

- Develop an annual planning process that is aligned with our Vision and our Mission; focus on implementation
- Focus each annual planning cycle on our most urgent issues and on our Tier One goals; assign accountabilities
- Conduct an annual Planning Implementation Workshop at the close of each fiscal year to engage internal and external stakeholders to develop the upcoming year's agenda
- Align budget to plans and put implementation into project management format; assign 3 implementation teams accountable for delivery
- Report results and update annual metrics at *State of the University* and on website at [president.unt.edu/planning-implementation](http://president.unt.edu/planning-implementation)
- Track and report our progress each semester
- Repeat

# How Planning Will Evolve

We will always attend to urgent issues and opportunities in annual planning, but our focus will evolve from year to year:

- FY15: Improve operations and efficiency, revenue production and academic support systems; build a “can-do” culture
- FY16: Align academic programs to our mission and vision
- FY17: Identify our unique attributes, celebrate our creative strengths, and use them to shape our identity to achieve national prominence

We will make progress in all of these areas every year, beginning now ...

# FY15 Operations Priorities

- Make critical leadership hires (VP for Enrollment, VP for Advancement, VP for Diversity and Inclusion; Deans for TAMS, CAS and CVAD)
- Improve operations and accountability at every level and in every area; look for ways to increase efficiency, cut costs, and improve service; eliminate the “UNT runaround,” breakdown silos and encourage a “can-do” attitude
- Reward high-performing faculty and staff; and improve mentoring, training and career development support



# FY15 Operations Priorities, continued

- Work with UNT System to improve shared services, develop service level agreements and identify the resources needed to be effective partners
- Work with UNT System to develop better accounting, financial, HR, and student data systems; create a system-wide data governance group; improve access to critical data in these areas (dashboards, etc.)
- Use strategic planning and project management software to improve accountability of implementation teams
- Reorganize Advancement/UNT Foundation operations and roles to improve fundraising and grow alumni engagement
- Celebrate our creative, cultural, athletic and aesthetic strengths to better connect our alumni and community to UNT

# FY15 Physical Infrastructure Priorities

- Assess and move forward (as funds permit) with key renovation projects such as Science Research Building, UNT Coliseum and residence halls
- Improve physical infrastructure, campus aesthetics, parking lots and streets in accordance with campus master plan
- Continue and complete capital projects such as the University Union and honors hall
- Create a master plan for Greek housing
- Acquire properties in accordance with campus master plan
- Pursue TRBs for College of Visual Arts and Design and research buildings
- Improve Facilities' pricing and service

# FY15 Student Enrollment Priorities

- Hire VP for Enrollment and reorganize divisions, as needed
- Grow enrollment by developing overarching recruitment strategies, better marketing and communications
- Improve financial aid distribution to better support recruiting goals
- Support the Eagle Express students to improve retention and graduation rates
- Simplify and bundle fees to increase transparency and cost predictability
- Move toward minority and Hispanic serving institution status

# FY15 Academic Priorities

- Improve classroom experience, academic rigor and student learning outcomes
- Implement technologies and use data-driven approaches to assist in recruitment and retention of students
- Create a more comprehensive retention program with the support of advisors, colleges and student affairs; continue to improve one-stop academic support services
- Support Eagle Express and retention efforts by expanding advising support, communicating with EE students, improving class scheduling (eliminating bottlenecks), expanding summer offerings and degree mapping to keep students on a 4-year track to graduation

# FY15 Academic Priorities, continued

- Appoint Class Concierge to expedite student graduation
- Better align academic and professional development programs for student success
- Launch a comprehensive departmental evaluation process focused on Tier One and national prominence
- Conduct successful SACS accreditation visit
- Launch mass commencement ceremony for Spring 2015
- Better infuse the creative spirit of our campus into academic programs

# FY15 Research and Economic Development Priorities

- Develop specific strategies to support our path to Tier One, use planning implementation to “close the gaps”
- Work on the graduate student tuition “problem” to improve graduate recruiting and grow PhD numbers
- Develop and execute proposals to optimize and expand research space
- Continue to improve research services support
- Better integrate teaching and research functions
- Align promotion and tenure standards to our Tier One and national prominence goals

# FY15 Research and Economic Development Priorities, continued

- Align new program development to regional workforce needs and promising research areas
- Provide better mentoring for faculty to improve promotion success, increase collaboration, and increase grant and contract activity to create a more research-active faculty
- Create a unified technology transfer and commercialization unit to support faculty, students and regional needs and to increase corporate contracts
- Improve research collaboration inside and outside the university





**One More  
Priority...**

**Celebrate our 125th anniversary  
with a yearlong series of events!**



# FY15 Planning Implementation Priorities

- This list is ambitious and most priorities will have several related tasks
- Implementation for most of these are multi-year undertakings, but we will start working on them now
- There are a number of low-hanging fruits
- All of us will be involved with implementation; this is an all-hands drill and we need you on the team
- This year, I plan to visit every department to listen – to hear your hopes and dreams; to see how we can serve you better; to understand your role in moving toward our goals and to learn how we can all make a better UNT

Our value is derived from the expectations of the world around us, especially our region. What gives us value is how well we align our actions and programs to the world's expectations. This informs our mission.

*Here's what we've heard so far about our value:*

- Transforming populations
- Promoting human development and an educated citizenry
- Adding to the aesthetic and intellectual capital
- Solving problems
- Driving economic development
- Creating a modern workforce

*Tell us what you think the world wants from UNT.*



# What is your dream for UNT?

As we approach our 125th anniversary,  
share your dreams for UNT.

We are listening ...

Share your thoughts on how we make the  
world better and add your dreams for UNT at:

*[president.unt.edu/planning-implementation](https://president.unt.edu/planning-implementation)*