

# LEADING IN A COMPLEX WORLD

*A Strategic Approach, 2015 - 2020*

## UT SYSTEM MISSION STATEMENT

The mission of The University of Texas System is to improve the human condition in Texas, our nation and our world.

The System will use its size, diversity, and quality to advance education, push the bounds of discovery, enhance population health, build stronger communities, and shape public policy for the common good. Producing high quality human capital with a sense of service and the ability to lead, we will pursue solutions to the problems of our state, our nation and our world.

We are a state university with global impact.

## ETHOS

We build and sustain Texas' finest institutions of higher education and health care.

Our priority is to the students and the patients in our care.

We are unyielding in our drive to advance student success, innovation and the well-being of the citizens of Texas.

We communicate in all directions and with the utmost transparency, so that the members of the System and those outside the organization see and understand all that we are doing.

We build trust through our actions — personal and professional; our credibility is our greatest asset.

Our actions are moral, legal and ethical and we hold ourselves accountable when we fail to achieve this standard.

We will be known as the most innovative, responsive and dedicated public university system in the nation.

## OPERATING CONCEPT

We will ensure that our academic and health care enterprises are world leaders in higher education, research and health care.

We will accomplish this task by establishing a mutually supporting system in climate, culture, and practice, where the strengths of one institution help reinforce the quality and competitiveness of the other members.

The System Administration will assist me in providing the strategic direction and policy oversight for our member institutions while ensuring that each institution has the maximum latitude to accomplish its academic, research and health care goals.

System Administration will add value by focusing on the core competencies of finance, development, marketing, construction, state and national level coordination, policy advice and security to help ease the burden on the individual institutions.

Collectively, we will orchestrate systemwide progress to identify the critical components that encumber student success, high quality research, meaningful discovery, and excellence in patient care. We will then aggressively undertake steps to eliminate these barriers.

To facilitate system collaboration and coordination we will build staffing mechanisms to include rigorous internal communications, dedicated coordination meetings, and robust leadership exchanges.

Additionally, we will work to identify and implement game-changing ideas that will propel the University of Texas System into the national and international discussion on all facets of education, research, health care and leadership. These ideas will be prioritized, funded and then brought to fruition through a deliberate and aggressive process of engagement.

We will be known world-wide for developing leaders in all fields of endeavor, but we will never forget that our responsibility is, first and foremost, to the people of Texas.

We are a state system with global influence.

## **TEXAS PROSPECT INITIATIVE**

Working with campus leaders, civic leaders, the legislature, community colleges, school districts and other primary and secondary education constituents, the System will use its size and its regional access to actively engage with leaders in pre-K through 12 in a way never before envisioned in higher education. The System will work aggressively to ensure that its college preparatory programs – dual-credits, early college high schools, math and science academies – meet the standards necessary to ensure that their students can successfully enter higher education. The System will develop a program to focus on dramatically improving elementary level literacy through a UT Literacy Institute — a reading version of the highly successful UTeach program, and offer this program first to the state’s largest, urban school districts. It will ensure that high school counselors in Texas have the resources they need to provide advice and direction to each potential college student. And it will shine a spotlight on the System’s schools of education to ensure they are graduating the best teachers in the nation.

## **WINNING THE TALENT WAR**

The UT System Board of Regents has shown a willingness to invest in bringing world-class scholars, teachers, and researchers to the UT System. The wisdom of investing in world-class talent is more than apparent. The \$100 million investment in the Science and Technology Acquisition and Retention (STARs) program has yielded a phenomenal return – more than \$650 million to date. The System is going to make an unparalleled investment in pursuit of the next generation of outstanding faculty. With the approval of the regents, it will increase the STARs investment and recommend a rising stars program that looks to hire clusters of great faculty — as well as an incentive program to retain our best post-doctoral candidates.

## **THE UT HEALTH CARE ENTERPRISE**

The UT System will improve the health of Texas by putting the collective power of its institutions to work. It will develop a collaborative Health Care Enterprise that will leverage its size and expertise and connects its regional capabilities to ensure it provides Texas, the nation and the world with the finest health care possible. This will entail collaboration among UT health institutions along all lines of major health care functions — such as shared clinical information, shared service lines, clinical trials and telehealth. The System will incentivize and, where necessary, drive partnering so that it takes full advantage of the phenomenal talent and expertise that exists around the enterprise.

## **THE UT NETWORK FOR NATIONAL SECURITY**

The UT System is uniquely positioned to establish itself as a leader in national security, because scattered among its institutions are great minds thinking and working on our national security problems. The UT System has more than 40 centers and institutes focusing on national security issues today. The System will establish the UT Network for National Security, a system-wide alliance to address the most vexing problems, raise them to national prominence, convene world forums, write, discuss, debate and present solutions. The UT System will be the national authority on scholarly activities in national security.

## **THE AMERICAN LEADERSHIP PROGRAM**

Because the System is preparing the future leaders of Texas, it will create The American Leadership Program. Over the next several years it will begin to implement a one-hour upper and lower division course that will be required by all students attending a UT institution. The System will leverage the large veteran population, business and civic leaders and a host of others to teach the men and women of our state. Because senior administrators across the system and across the state and the nation need leadership education as well, the System will look to build a brick and mortar leadership institute that can provide executive level leadership training to all those who desire to improve the skills necessary to run today’s complex organizations. The System will be known nationwide for developing great leaders.

## **ENHANCING FAIRNESS AND OPPORTUNITY**

The UT System will aggressively ramp up efforts in driving equal opportunity and fairness in hiring and promotion processes. Education is — and should be — all about opportunity and that includes opportunity for our faculty and staff. The System will implement a “Rooney Rule” — similar to what exists in the NFL for hiring head coaches — for higher education and health care. This will ensure that qualified women and minorities have an opportunity to be considered for every senior level position from dean and above. Additionally, to ensure fairness in faculty compensation, each campus will submit a plan to the Chancellor to close the gender gap within five years.

## **LEADING THE BRAIN HEALTH REVOLUTION**

The UT System will launch an effort akin to the Manhattan Project to understand, prevent, treat and cure the diseases of the brain. It will tackle the issue in two ways. First, it will make an unprecedented investment in leveraging and connecting all the cutting edge science ongoing at UT institutions. It will drive collaboration, incentivize partnerships and demand scientific and clinical cooperation. Then, the System will add another critical node to the constellation of the UT brain health enterprise at its flagship academic institution in Austin.

## **UT SYSTEM EXPANSION IN HOUSTON**

To broaden access to more of Texas’ brightest students while taking advantage of the talent and expertise of the state’s most populous and international city, the System will expand its footprint in Houston. This effort will be decades in the making, but will provide a venue for UT institutions across the state to have a presence in Houston, which is the brain hub of so many critical industries, such as energy, finance and health care. The System is completing the acquisition of over 300 acres of real estate off Buffalo Point just 3.5 miles from the Texas Medical Center. This will be a game changer, in a very positive way, for Houston, for the UT System, and for the state of Texas.

This expansion of the UT System into the state’s most international city — where sectors such as energy, technology health care, arts and culture fuel the economy — will provide extraordinary opportunities for research and partnerships. It will also address the need to make a UT education possible for a growing and changing population. At the beginning of 2016, Chancellor McRaven will convene a task force of civic leaders, legislators, academic and health presidents, faculty, students, regents and other constituents to begin planning for the development of the Houston property.