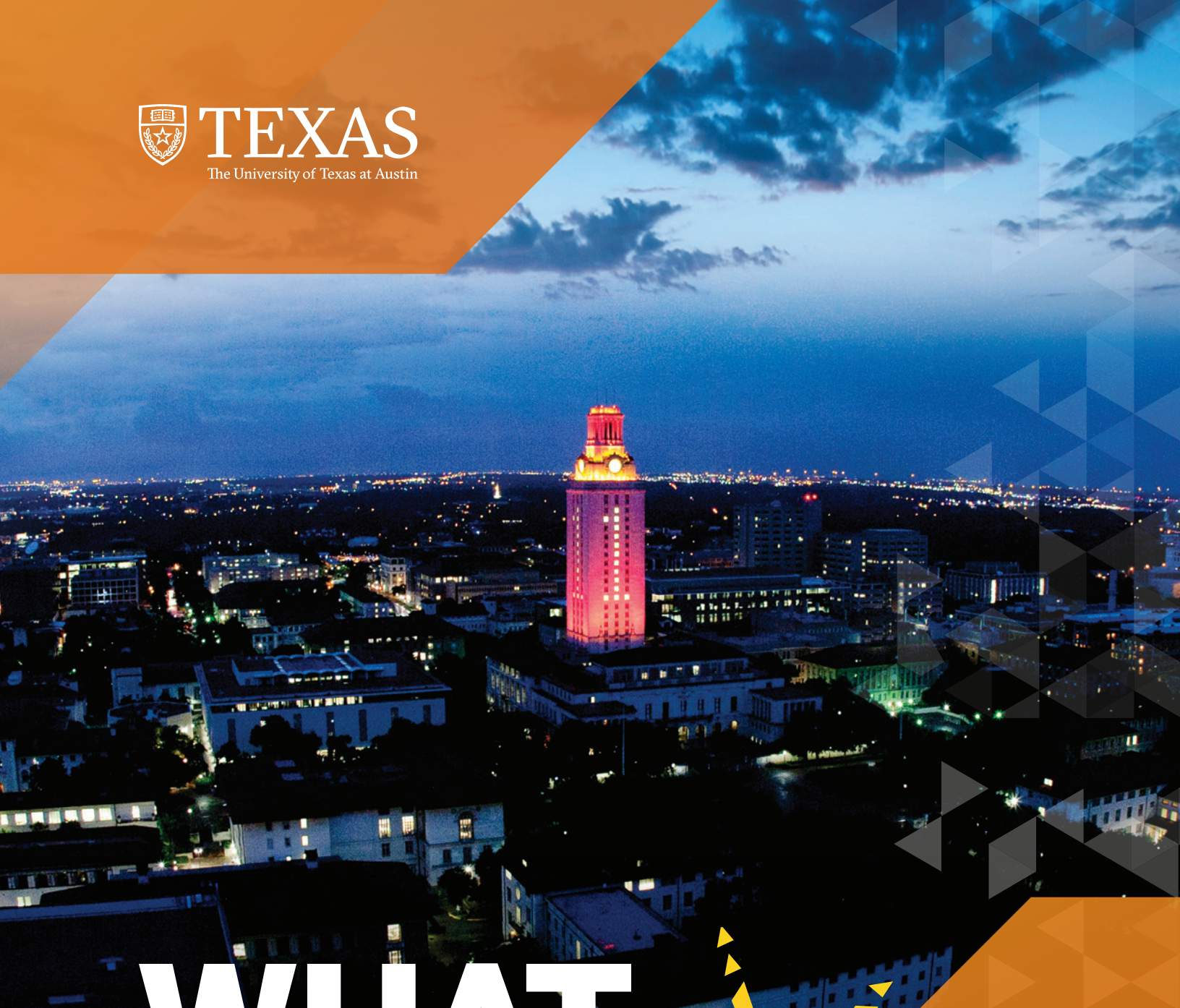




TEXAS

The University of Texas at Austin



**WHAT
STARTS
HERE**





Campaign Priorities and Opportunities for Philanthropic Impact

The core purpose of The University of Texas at Austin is to transform lives for the benefit of society. Today, there is no university in America better positioned for such a mission. Because of the quality of our students, faculty and programs, through the scale of our impact, and by leveraging the greatness of our city, state and alumni network, we're poised for a truly incredible 21st century.

UT's teaching and research takes place in the greatest state's most vibrant city—Austin, Texas. Here, students learn from, and faculty engage with, world-class entrepreneurs and creators drawn to Austin by an intensive concentration of global talent. As one of the nation's largest public universities, UT provides both students and faculty with opportunities to learn, discover and collaborate on an enormous scale. Our connectivity and community—our vitality and values—are truly life-changing for every individual on campus. They serve as the foundation for innovative research, bold scholarship and engaging programming that serves communities across the world in ways that only a great university can.

Here at UT, we unlock talent at scale. Through first-class teaching, we hone the potential of our students and empower them to become leaders. Amazing faculty from all over the world come to UT and lead unparalleled research, creating knowledge and expertise that benefits every student and those beyond the Forty Acres. We're fiercely proud of our role in growing opportunity throughout the state of Texas, from the Panhandle to the Rio Grande Valley—for its people, families, neighborhoods, businesses and natural resources, and with its visionary artists and inventors.

Today, as we consider our future as a university, we see the possibility and the opportunity to do even more—to become even more. That's why we are undertaking the What Starts Here fundraising campaign—the most ambitious in our university's history.

The campaign is building upon the support of the state of Texas, the talent and ability of those who work, learn and teach at UT, and the philanthropy of our generous alumni and friends. Together, we will increase and enhance the capacity of The University of Texas at Austin to continually live up to its promise: What starts here changes the world.

The University of Texas at Austin invites our alumni and friends—hundreds of thousands of enthusiastic, passionate and motivated supporters—to invest in a bold vision for the future of our university, focused on four major goals:

- ▶ Unlocking the potential of our students—future leaders, pioneers and world-changers.
- ▶ Recruiting and retaining the world's best faculty and graduate students.
- ▶ Transforming health and care.
- ▶ Creating a vibrant future for Texas and beyond.

The whole world is in a period of transition and discovery. Austin and Texas are at the heart of a changing world, putting UT on the front lines of the future. This is our time—our moment—to dream bigger, and to develop the capacities and capabilities we need to capture new tail winds. Join us. With your support, UT's impact can grow in profound and lasting ways.



Unlocking the Potential of Our Students — The Leaders of Tomorrow

Our university has long been a destination for our nation's future leaders. And ensuring the best and brightest students from across Texas have the opportunity to benefit from a world-class UT education is critical to fulfilling our commitment to serve the citizens of Texas as the state's flagship university.

But recruiting high-potential students to UT gets more challenging each year. Many talented students are being lured away from UT—and the state of Texas—by universities offering more competitive financial incentives. Through the What Starts Here campaign, we are significantly increasing scholarship support to recruit and educate the next generation of leaders for Texas and the world.

We are also improving how we identify, recruit, support, educate and graduate a student body that is geographically, economically, racially and ethnically diverse. Through strategic student support initiatives and the investments of visionary donors, UT is a national leader in student success, boosting enrollment and closing graduation gaps, ensuring that every student enrolled at UT has the support and resources they need to succeed.

UT is recruiting more students who have persevered despite obstacles, who add to our campus' diversity of thought, who contribute academic vigor and who will improve their communities after graduating. We are preparing them to become thoughtful citizens and leaders who can be catalysts for change and progress. By embracing diverse perspectives and receiving dedicated college-to-career support, students will learn, develop and lead on campus, in their careers and throughout their lives.

Key Investment Areas

1. To be competitive in recruiting, enrolling and graduating talented students, we must make it possible for high-performing students, regardless of background or family income, to attend UT. *To recruit and retain these students, we will aggressively expand our scholarship packages for high-potential students.*
2. High-achieving students seek unique honors experiences that offer leadership and networking opportunities, study abroad and summer internship programs, and cohort experiences with other talented individuals. *We will grow, complement and enhance our current honors programs to recruit the most talented future leaders in Texas and around the world.*
3. Education should reflect the timeless nature of learning and the realities of the world into which students will graduate. Today, UT is providing students with opportunities to create, build, explore, discover and solve together, so they are better prepared for life after graduation. *We will expand offerings in experiential learning, creative discovery, study abroad, summer internships and leadership experiences for all UT students.*
4. Providing students with a life-changing education—and enabling them to finish their undergraduate degrees in four years—is an essential part of UT's commitment to serve the people of Texas. Students who graduate on time begin their careers or pursue graduate education sooner and incur less debt than those who do not. *We will continue to invest in student success programs that help all students graduate on time and prepare them to thrive long after they leave the Forty Acres.*



Recruiting and Retaining the World's Best Faculty and Graduate Students

If students are the lifeblood of The University of Texas at Austin, then faculty are the heart of everything our university does. Whether in the library, the laboratory, the clinic, the studio or the classroom, UT's faculty, and our graduate students are continuously breaking new ground through their discoveries, scholarship, inventions, creativity and excellence in teaching, learning and service.

The influence and contributions of faculty and graduate students extend far beyond our campus. Our faculty have been recognized as Nobel laureates, MacArthur "geniuses" and Pulitzer Prize winners. Their inventions and discoveries—the lithium-ion battery, 3D printing and the breakthrough that led to the COVID-19 vaccine—have changed the world. They are UT's engine of excellence and make it possible to attract and educate exceptional students.

In the 1980s, UT's first fundraising campaign focused on endowing faculty chairs and professorships. Alumni and friends made generous investments that provided the competitive advantage to attract the world's top scholars to UT. This philanthropy changed the university's trajectory. World-class scholars dramatically accelerated research, enriched the quality of our programs and elevated our reputation, nationally and globally.

Private support has made—and will continue to make—the difference in attracting the best educators, scholars and researchers to UT. Our alumni and donors set a high bar 40 years ago, and now we must strive to lift it higher. Recruiting leading faculty and top graduate students is more competitive than ever. To achieve our ambitions, we must offer compelling recruitment and retention packages, professorships, fellowships and assistantships. With endowed support, our faculty can continue to educate and prepare our students and push the boundaries of knowledge.

Key Investment Areas

1. Fueling ambitious, strategic initiatives in teaching and scholarship requires investment in our faculty. Meaningful investment attracts game-changing talent who need resources to deliver next-generation research and education. *By investing in endowed chairs and professorships and faculty fellowships across the university, UT will recruit and retain more outstanding educators and researchers from all disciplines.*
2. Graduate students are the next generation of leading researchers, innovators, professors and mentors. They are the center of our dynamic, collaborative and entrepreneurial culture, partnering with faculty to carry out experiments, develop new ideas and teach undergraduates. As our reputation for world-changing research and education grows, so does our need to recruit extraordinary young scholars who will lead exploration and advance knowledge. *Fellowships and assistantships are critical to recruiting talented graduate and professional school students who will lead a new generation of professionals, practitioners, scientists and academic leaders.*
3. To take on the toughest challenges facing society, we will foster collaboration across disciplinary boundaries and find solutions that use the best approaches and innovations from all areas of knowledge. *Through bold, thematic interdisciplinary research efforts, we will harness our collective expertise, expand our research capacities across specialties and develop new solutions to serve Texas and the world.*



Transforming Health and Care

What starts here changes the world—and The University of Texas at Austin is leading a complete revolution in health and health care. As a Tier 1 research university with the uniquely focused Dell Medical School, UT combines deep research capabilities across disciplines with a bold vision for person-centered, value-based health care.

Faculty and researchers from every discipline, including medicine, nursing, social work, pharmacy, nutrition, engineering, business, the sciences, architecture and the fine and liberal arts are exploring new models for healthy communities and innovations in how health care is delivered. Their expertise makes UT a health leader in areas as diverse as human-centered design and medical device development.

By aligning our efforts around some of the greatest challenges and opportunities in health—innovation, population health and equity—UT will be recognized nationally and globally as a leader in health care delivery, medical education, research, policy, pandemic response and interdisciplinary innovation.

Key Investment Areas

1. Disruptive ideas and cutting-edge research are the basis for transformative, value-based innovation in health care. UT's groundbreaking contributions—most recently in the development of COVID-19 vaccines at unprecedented speed—are thanks to a robust pipeline for applied innovation. The path from invention to commercialization to impact engages researchers, students, entrepreneurs, clinicians and patients to move fast, learn quickly, iterate rapidly and ensure better health outcomes for everyone. Programs like the Texas Health Catalyst support the translation of our faculty and researchers' promising ideas into products that improve health. *Investments in research, faculty support, accelerator programs and innovation networks will ensure that UT is a hub for innovation, responding quickly and effectively to new opportunities and crises as they arise.*
2. Population health is an interdisciplinary approach to understanding and improving the health of people in groups, rather than as individuals. By partnering with industry, community partners, other institutions and organizations, UT experts identify health concerns within communities—especially those facing health disparities—and develop innovative, value-based ways to address them. *UT will launch a groundbreaking Health Informatics Institute that harnesses data to help local, state and national partners develop policies that improve the overall health of their communities.*
3. Many of the factors that influence our health—as individuals and communities—are social, behavioral, economic and structural drivers like our relationships, eating habits, financial resources and access to services. These dynamics matter as much to our health as our doctors, nurses and front-line health workers, and particular communities face the greatest challenges in overcoming them to get and stay healthy. Community-informed, value-based health initiatives reduce these barriers and the cost of care while improving health for everyone. *UT is building business and community partnerships to rethink the path to better health. By engaging everyone in the health ecosystem, sharing data and getting input directly from communities, we will develop and sustain solutions that address the nonmedical drivers of health.*



Creating a Vibrant Future for Texas and Beyond

America's universities spur scientific discovery and economic prosperity. At The University of Texas at Austin, we educate and grow the professional workforce by shaping future leaders, while enriching society through unparalleled research and technological innovation.

As the flagship public university of our great state, we take seriously our charge to serve Texas. With billions of dollars contributed to the state economy every year and countless other benefits to local and statewide communities, The University of Texas at Austin is an exceptional return on investment.

UT is an enduring symbol of the spirit of Texas, driving economic progress and strengthening our communities, all while serving our city, state and nation as one of their foremost centers of knowledge and creativity.

Our vision for leadership is inclusive, and our goal is to benefit and serve Texans of all backgrounds across every region of the state. We will help create a vibrant future for Texas and beyond by investing in areas where Texas and the world need leadership from Longhorns.

Key Investment Areas

1. Effective leaders require a breadth of knowledge and a deep understanding of history, literature, the arts and ethics. Access to collections and education in these disciplines not only offers insight into the workings of culture and society but prepares students to be creative and innovative in their problem-solving. These disciplines help us understand ourselves as human beings, and UT's world-class collections are the laboratories for developing this vital understanding—so that all UT graduates are able to think critically, creatively and comprehensively. *Additional resources will help strengthen education in the humanities and the arts by supporting our world-class collections and by recruiting students, faculty and graduate scholars in those disciplines.*
2. The energy industry is one of the most important employers and generators of wealth and prosperity in Texas, and UT has more faculty working to advance energy solutions than any other institution of higher education. Our future will require new energy technologies and responsible, effective responses to climate change that promote sustainability and preserve the environment. *UT will remain the global leader in energy research and education by recruiting and retaining leading faculty and graduate students in all emerging facets of the industry; by creating an Energy Innovation Fund to invest in promising, faculty-developed ideas that drive energy production and energy alternatives; and by supporting our campus-wide research initiative to develop sustainable growth solutions.*

3. Advanced materials research connects engineering and science, generating discoveries that improve every aspect of our lives and drive all sectors of the economy. Breakthroughs in advanced materials boost the performance of clean energy technologies, make automobiles and buildings stronger and safer, and transform everything from computer chips to drug delivery. *UT is already an internationally recognized leader in energy materials for technologies like batteries, supercapacitors, and solar and fuel cells. Increased investment in materials research will allow UT to target and grow its interdisciplinary research in areas with tremendous opportunities for impact and growth — energy, nanoscale, structural and electronic materials, biomaterials, and computational materials science.*
4. Computational intelligence—a field that includes machine learning, robotics and artificial intelligence—is rapidly reshaping our world and many aspects of our daily lives. It affects how work gets done, how traffic moves, how customers and businesses interact, how health is monitored and how diseases are detected and treated. It will continue to revolutionize communications, energy production, pharmaceuticals and most sectors of the economy. *UT will continue to expand its leadership in computational intelligence by recruiting faculty and graduate students and launching an interdisciplinary research effort involving scientists, engineers, social scientists and humanities scholars to solve multifaceted questions about the impact of computing on individuals and on society.*
5. Entrepreneurial programs are embedded into nearly every UT college and school, offering students a diverse set of resources to stimulate entrepreneurial thought—makerspaces, clean rooms, wet rooms, nanotech facilities, creative design-thinking spaces and more. UT will empower students to explore their entrepreneurial passions and chase their dreams, whether by creating new businesses, innovating within existing organizations or becoming social entrepreneurs. *UT will continue to build its network of connected entrepreneurial opportunities across campus, adding social entrepreneurship to curricular and co-curricular programs, increasing the number of women and underrepresented students in those programs, and strengthening programs that help bring student and faculty ideas to the marketplace.*
6. Our ecosystem supports almost every aspect of modern life, from food security and health to safety and economics. But in Texas and elsewhere, loss of biodiversity, the looming realities of population growth and other changes create unprecedented risk. By acting now, we can chart a resilient and sustainable future for Texas and our planet. *UT's growing system of field stations will provide the hands-on research base needed to understand our critical resource systems — and our researchers' scientific insights will give public and private leaders the knowledge they need to make informed decisions for their organizations and communities.*

