

STRATEGIC PLAN UPDATE, 2001

Development Needs in UT Arlington's Program in Landscape Architecture

Introduction

Establishing and maintaining strong external relationships have been a hallmark of the UT Arlington Landscape Architecture program since its inception. Without exception each of the program's five directors has cultivated support from practitioners, research sponsors, and other groups to such a degree that external support has been cited as a program strength by three accreditation teams. Program maturity, full accreditation, the program's location in a major metropolitan center, and the need to better fund students and faculty to meet the standards of graduate education now make it incumbent to seriously bond landscape architecture at UT Arlington to those external supporters who can assure the program's competitive position, nationally and internationally.

Only a graduate program with a strong financial, political and intellectual base can achieve and sustain a leading reputation. On one hand such a base can be more readily established in a large metropolitan setting where political, economic and intellectual interests tend to gather. On the other hand, such meldings are embryonic in relatively young metropolitan areas like Dallas/Ft. Worth where medical and business programs receive the earliest attention of those who seek to underwrite academic quality.

Despite the relative newness of endowed support for higher education in the region, and despite the youthfulness of landscape architecture at UT Arlington, it is the desire of the faculty to establish the program as a major center for academic excellence, thus requiring the preparation of a plan for significant external support.

Development Strategy

The program benefits from a select Advisory Committee composed of alumni, practitioners and industry representatives who have a particular interest in landscape architecture, the region and/or environmental issues. This committee has been informally active since its beginning (members first began to be appointed in 1993) and since that time has expressed recurring interest in helping the program achieve a new level of maturity and accomplishment.

With a support group in place to help articulate program needs, to set strategy and to establish contacts for program enhancement, it is timely that the development needs of landscape architecture at UT Arlington be specified. These needs are based on what is known to be necessary to achieve first-class status as a competitive center for graduate landscape architecture education.

For example, a necessary goal for a graduate program is to be able to fully fund the most qualified students, to allow them to conduct research, to assist the program's tutorial needs and to complete their MLA requirements in such a way that each can

measurably generate new knowledge about the field of landscape architecture. Such a model is common to other academic specialties at established universities. No less should be expected at UT Arlington.

Such students can expect to be exposed to permanent faculty who are in demand nationally and internationally, and to guest faculties from accomplished programs throughout the world. In addition, students can expect to have access to more than minimum facilities--to library, technical and computer services which reflect the highest academic and professional standards.

Clearly, such a model requires an in-place level of support from private sector sources, which builds upon the basic provisions of public funding in contemporary Texas. To use an overused phrase, such a mixing of public and private resources is the primary model for achieving "flagship" status among American institutions of higher learning.

Currently the program receives annual external funding for scholarships from the following sources:

<u>Name/Source</u>	<u>Total Amount Awarded Annually</u>	<u>Number of Annual Awards</u>
UT Arlington Alumni Scholarship (endowed)	\$ 500	1
Maurice Phillips Scholarship (sponsored by the Texas Chapter, ASLA)	1,000	1
Kay Tiller Scholarship (endowed)	1,000	1
Richard B. Myrick Scholarships (endowed)	2,500-\$4,000	6-12
Other (one-time scholarships)	500- 1,500	1-2

In addition, two to three graduate teaching assistants are supported annually by the Dean of the School of Architecture in the computer studio and in classroom or studio roles. Neither these assistantships nor the scholarships listed above provide adequate support for the program to attract and hold the caliber of students needed to compete with other MLA programs across the country.

Therefore, the faculty has identified the following capital goals based on need. These categories and levels of endowed funding do not reflect a market analysis regarding feasibility or availability of funding. They simply reflect what the faculty and School administration know to be the levels of endowment needed to establish and sustain a program of high quality. They appear in priority, and they reflect the minimum funding levels required by The University of Texas System for endowed funds.

Category I: Endowed Scholarships
 Number needed in landscape architecture: 10
 Required endowment: \$1,300,000

Description: Endowment Scholarships are the primary source of financial support for students with outstanding credentials, who merit financial aid and yet who do not merit or prefer fellowships. Like students who receive fellowships, however, students in need of scholarships also are in demand, and can be offered full funding from other prestigious colleges and universities. Endowed Scholarships--competitively awarded--can be the deciding factor in a student's selection of UT Arlington, particularly if students are international, are from out-of-state, or are planning to remain in Texas to earn the first professional degree at the master's level. Such scholarships are necessary to MLA programs because typically new students are not eligible to work on teaching or research assistantships until after their first semester in the program. Endowed Scholarships thus become the first line of financial opportunity for the scholars being sought at UT Arlington.

Category II: Endowed Fellowships
Number needed in landscape architecture: 10
Required endowment: \$1,200,000

Description: Endowed Fellowships are needed to annually attract the nation's top applicants to landscape architecture. Such fellowships can enable the university to offer stipends to student scholars, with none of the traditional responsibilities of teaching or research assistantships. Students who qualify for these fellowships can be expected to emerge as top scholars and practitioners and will be selected with these potentials in mind.

Category III: Dedicated Endowment (pro bono)
Number needed in landscape architecture: 2
Required endowment: \$100,000

Description: A Dedicated Endowment (pro bono) is needed to support annual design or planning projects by students and faculty who assist selected and deserving charitable or non-profit organizations. Such public service projects currently are supported by in-kind contributions, with costs for materials and travel borne by program volunteers, primarily the students.

Category IV: Dedicated Endowment: (library support)
Number needed in landscape architecture: 2
Required endowment: \$100,000

Description: Two Dedicated Endowments are needed to sustain the existing quality of the print and photographic library facilities, and their holdings, as they relate to landscape architecture. These two support services in the School of Architecture are under increasing pressure to augment their public funds with outside funding for annual upgrades of holdings, retrieval methods and other technologies.

The rapidly increasing number of landscape architecture publications, the competition to make slides and other visuals electronically available to off-campus archives, and

the need for UT Arlington scholars to have access to on-going research at other graduate venues necessitate these endowments.

Category V: Distinguished Professorships

Number needed in landscape architecture: 2

Required Endowment: \$500,000

Description: The creation of four Distinguished Professorships will support the scholarly teaching and research efforts primarily of existing faculty, as well as guest faculty who are needed to broaden and deepen the intellectual strengths of the program through half-semester or full-semester participation in classrooms and studios. Distinguished Professorships can enhance the program's reputation by making UT Arlington a destination for outstanding faculty and practitioners at some point in their careers. These professorships also can provide permanent faculty with much needed support to bring unfunded projects to the classroom or studio for examination and execution by students and colleagues. Such service-based projects frequently go unattended because of the lack of state-funded support for travel, materials, consultants and other necessary costs.

Category VI: Distinguished Chair

Number needed in landscape architecture: 1

Required endowment: \$1,000,000

Description: A Distinguished Chair in landscape architecture can enable (temporarily or permanently) a scholar of national or international accomplishment to continue or complete teaching and research activities reflective of the highest level of achievement. Such a position at UT Arlington likely can bring to the university on-going sponsored research by the chair's occupant, as well as outstanding students scholars who can help carry-out the work of the principal scholar.

Additional Forms of Support

In addition to the endowment needs just described, the program is in need of on-going annual giving through in-kind or in-cash contributions. Such coordinated solicitations of annual gifts through the University's Ex-Students Association can be encouraged at levels which will provide basic alumni services along with dedicated amounts to the Program in Landscape Architecture.

Other on-going contributions are needed in the form of computer hardware and software, studio equipment, samples for a materials library, and other needs such as support for students to present their works at educational and professional conferences. Of course, dedicated endowments from contributors interested in these or other specific areas can be established for such purposes.

It is likely that the program's endowment needs, now estimated at \$4,200,000, are achievable primarily through major gifts, from corporations, foundations and

selected individuals. Alumni from the program total approximately 110, with the largest classes matriculating during the last eight years of the program's twenty-three year history. Few, therefore, have yet to achieve the financial independence needed to be the program's main benefactors, making it necessary to rely on carefully selected sources with interests in the university, the region or the environmental fields. Proper and adequate cultivation of these sources is needed through the program's advisors and adjuncts, and through the University's Development staff.

Finally, it is interesting to note that beginning this fall (2000) the University of New Mexico is starting a MLA program. This program will join UT Arlington as one of the few MLA-only programs in North America. The University is able to start this program because of a \$3,000,000 endowment from J. B. Jackson, well-known twentieth-century landscape architect. New Mexico's situation is both an example for and an indicator of the competitive environment in which the UT Arlington program now finds itself.

Category I:	Endowed Scholarships	
	Number needed in Architecture (undergraduate)	100
	Number needed in Architecture (graduate)	75
	Number needed in Interior Design	10
	Required Endowment (based on \$2,000	
	per year for undergraduates; \$13,000	
	per year for graduate students)	\$5,850,000
Category II:	Endowed Fellowships	
	Number needed in Architecture (undergraduate)	0
	Number needed in Architecture (graduate)	15
	Number needed in Interior Design	0
	Required Endowment (based	
	on \$12,000 per year)	1,800,000
Category III:	Dedicated Endowment (pro bono)	
	Not applicable or to be determined	
Category IV:	Dedicated Endowment (library support)	
	Number needed in Architecture (undergraduate)	0
	Number needed in Architecture (graduate)	4
	Number needed in Interior Design	2
	Required Endowment (based on	
	\$5,000 per category)	300,000
Category V:	Distinguished Professorships	
	Number needed in Architecture (undergraduate)	0
	Number needed in Architecture (graduate)	4
	Number needed in Interior Design	1
	Required Endowment (based on	
	\$50,000 per year per professorship)	2,500,000

Development Needs in the School of Architecture

The following outline of needs focuses on the Program in Architecture and the Program in Interior Design. All estimates are based upon an expected annual yield of ten percent per endowment. Development needs for the Program in Landscape Architecture can be found in the attached document.

The needs in Architecture and Interior Design are based on potential total enrollments of:

	Architecture Undergraduate Students	600+
	Landscape Architecture Graduate Students	100
	Architecture Graduate Students	120
	Interior Design Undergraduate Students	75-100

Category I:	Endowed Scholarships	
	Number needed in Architecture (undergraduate)	100
	Number needed in Architecture (graduate)	25
	Number needed in Interior Design	30
	Required Endowment (based on \$2,000 per year for undergraduates; \$13,000 per year for graduate students)	\$5,850,000

Category II:	Endowed Fellowships	
	Number needed in Architecture (undergraduate)	0
	Number needed in Architecture (graduate)	15
	Number needed in Interior Design	0
	Required Endowment (based on \$12,000 per year)	1,800,000

Category III: Dedicated Endowment (pro bono)
Not applicable or to be determined

Category IV:	Dedicated Endowment (library support)	
	Number needed in Architecture (undergraduate)	0
	Number needed in Architecture (graduate)	4
	Number needed in Interior Design	2
	Required Endowment (based on \$5,000 per category)	300,000

Category V:	Distinguished Professorships	
	Number needed in Architecture (undergraduate)	0
	Number needed in Architecture (graduate)	4
	Number needed in Interior Design	1
	Required Endowment (based on \$50,000 per year per professorship)	2,500,000

Category VI: Distinguished Chairs	
Number needed in Architecture (undergraduate)	1
Number needed in Architecture (graduate)	2
Number needed in Interior Design	1
Required Endowment (based on \$1,000,000 per chair)	4,000,000

Total Endowment Needed in Architecture and Interior Design 14,450,000

Total Endowment Needed in Landscape Architecture 4,200,000

Total Endowment Needed in School of Architecture 18,650,000

The Development office remains committed to conducting the needs analysis of ID building is improved. However, Ed and I received an informal verbal endorsement from President Witt to hire a development officer for the School of Architecture. This person would be capable of conducting the market analysis. Dr. Witt encouraged us to consider a joint appointment for this position, and Dr. Cole of SLIPA has agreed preliminarily that the two Schools should pursue this strategy together. We are to meet during the fall semester to discuss this opportunity further.

The Advisory Council for LARC is on-board with the Development strategies outlined in the needs analysis. One board member, the late Kay Tiller, established a scholarship in April, 1999. This scholarship was scheduled to be the first major endowment of the program's capital campaign (the informal title given to our development plan once initiated and once approved by UT System Regents.)

Although Ms. Tiller's probated will makes no mention of the gift of her estate, estimated by her in April to be worth between \$100,000 and \$150,000, an instrument in which her wishes appears to be in place by those involved. We are working with the UT Admitted Development office, UT System attorney Paul Youngdale, and the executor of Ms. Tiller's estate to see to it that Ms. Tiller's wishes are carried out. Distribution of the estate and any amount coming to LARC could take a year or more to complete.

Development Plans in Landscape Architecture

Needs Analysis

The program has prepared a needs analysis (copy attached) outlining \$2,300,000 of endowed categories capable of sustaining our competitiveness with our selective MLA-only counterparts, which include UC Berkley, Harvard, Arizona, Oklahoma, Michigan, Colorado and Pennsylvania. The UT Arlington Office of Development must complete a market analysis in order for us to determine how much and from what sources the major gifts to achieve this base can come.

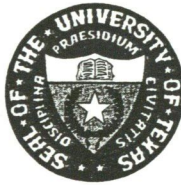
Development Officer

The Development office remains incapable of conducting this market analysis until its staffing is improved. However, Ed and I received an informal verbal endorsement from President Witt to hire a development officer for the School of Architecture. This person would be capable of conducting the market analysis. Dr. Witt encouraged us to consider a joint-appointment for this position, and Dr. Cole of SUPA has agreed preliminarily that the two Schools should pursue this strategy together. We are to meet during the fall semester to discuss this opportunity further.

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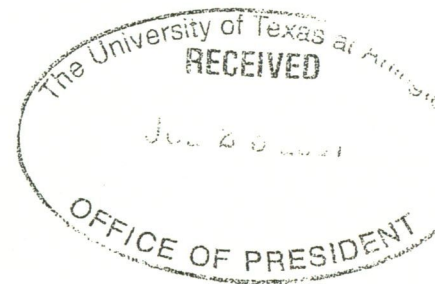
Academic Component Institutions
The University of Texas at Arlington
The University of Texas at Austin
The University of Texas at Brownsville
The University of Texas at Dallas
The University of Texas at El Paso
The University of Texas - Pan American
The University of Texas of the Permian Basin
The University of Texas at San Antonio
Institute of Texan Cultures
The University of Texas at Tyler



Health Component Institutions
The University of Texas Southwestern Medical Center at Dallas
The University of Texas Medical Branch at Galveston
The University of Texas Health Science Center at Houston
The University of Texas Health Science Center at San Antonio
The University of Texas M.D. Anderson Cancer Center
The University of Texas Health Center at Tyler

THE UNIVERSITY OF TEXAS SYSTEM

OFFICE OF ESTATES AND TRUSTS
210 WEST SIXTH STREET, SUITE 1.200 • AUSTIN, TEXAS 78701
(512) 499-4300 • FAX: (512) 499-4424 • <http://www.utsystem.edu/est>




SUMMARY OF APPROVAL

Requested Action(s): Accept Funding and Establish Endowment
Donor Name: Various Donors
Asset Type: Cash
Gift Value: \$ 12,000.00
Endowment Name: Kay Tiller/Alumni Endowed Fund for Writing in Landscape Architecture
Endowment Type: Permanent
Department: Landscape Architecture
School/College: Architecture
Purpose: To support the needs of the Program in Landscape Architecture and to provide scholarships to students pursuing a degree within the Program. Students must demonstrate financial need and extant or potential skill for writing as a communication tool in landscape architecture.
Endowment Value: \$ 12,000.00

Component: U. T. Arlington
Date of Report to the Board: 11/08/2001
Preparer: LLW
Date Prepared: 07/06/2001
File Name: Tiller/Alumni Endowed Fund

ADMINISTRATIVELY APPROVED

By: 
Title: Executive Director, Estates and Trusts

Date: 07/18/2001

ADMINISTRATION

Such endowment shall never become a part of the Permanent University Fund, the Available University Fund or the General Fund of the State of Texas, and shall never be subject to appropriation by the legislature of the State of Texas. These funds and all future additions to the endowment, made by others, including the Board of Regents or The University at Arlington administration, or ourselves shall be subject to the provisions of this instrument and shall be classified as permanent endowment funds. If in the opinion of the Board of Regents of The University of Texas System, future circumstances change so that the purposes for which the endowment is



THE UNIVERSITY OF TEXAS AT ARLINGTON

OFFICE OF DEVELOPMENT

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Tiller Endowment

Kay Tiller/Alumni Endowed Fund For Writing In Landscape Architecture Established at The University of Texas at Arlington

PURPOSE

The Kay Tiller/Alumni Endowed Fund For Writing in Landscape Architecture was established to provide programmatic and scholarship support at the University of Texas at Arlington in memory of Kay Tiller of Kay Tiller Public Relations in Dallas.

Kay first came to know landscape architecture when she became public relations director for Myrick, Newman and Dahlberg in 1981. For the next eighteen years, Kay became a fixture and a strong voice at all local, state and national meetings of the ASLA. She was the dependable publisher of the Texas Chapter newsletter. She was also Executive Regional Editor of Landscape Architecture and Specifier News.

Kay's desire was to set up a permanent endowment to benefit the Program in Landscape Architecture at UT Arlington and she provided the initial gift to establish this fund. However, she unexpectedly passed away in spring of 1999 and the entire landscape architecture community felt a great loss. Now, to honor the memory of Kay Tiller and her commitment to the furtherance of the Program in Landscape Architecture at UT Arlington, additional gifts from alumni and friends have fulfilled the required amount to establish this endowment.

The permanent fund is available to support needs of the Program in Landscape Architecture. It will also provide scholarship assistance to eligible full time students pursuing a degree within the landscape architecture program.

ADMINISTRATION

Such endowment shall never become a part of the Permanent University Fund, the Available University Fund or the General Fund of the State of Texas, and shall never be subject to appropriation by the legislature of the State of Texas. These funds and all future additions to the endowment, made by others, including the Board of Regents or The University of Texas at Arlington administration, or ourselves shall be subject to the provisions of this instrument and shall be classified as permanent endowment funds. If in the opinion of the Board of Regents of The University of Texas System, future circumstances change so that the purposes for which the endowment is

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Tiller Endowment

established become illegal, impractical, or no longer able to be carried out to meet the needs of The University of Texas at Arlington, said Board of Regents may designate an alternative use for the endowment payout to further the objective of The University, in the spirit of our original purpose.

INVESTMENT, PAYOUT, AND REINVESTMENT

This endowment may be merged or commingled with other funds held by the Board of Regents of The University of Texas System for investment purposes in accordance with the policies of the Board of Regents. Funds distributed from the endowment in a year may be retained and expended for the purposes of the endowment in subsequent years, or may be reinvested, at the discretion of the Board of Regents or The University of Texas at Arlington administration, as a permanent addition to the principal of the endowment.

SCHOLARSHIP AWARDS

Scholarship awards may be provided each semester by distributions from the endowment fund through the UTA accounts system. The Office of the Director of the Program in Landscape Architecture will hold responsibility for announcing this scholarship's availability, in coordination with the program's scholarship committee, securing applicants and selecting recipients.

The amounts awarded will be determined by the Director in coordination with the scholarship committee based on available funds and the cost of tuition and fees at the time of award.

Scholarship recipients may reapply for one subsequent year, provided they remain in good standing at the University. Reapplying students will be given priority over new applicants. No students shall hold this scholarship for more than two years.

ELIGIBILITY

Students may apply for the Tiller Scholarship provided they meet the following criteria:

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Tiller Endowment

- Students will be pursuing a degree in the landscape architecture program;
- Students can demonstrate financial need;
- Students will be making satisfactory progress toward a degree;
- Students will demonstrate extant or potential skill for writing as a communication tool in landscape architecture

The selection and award process will be administered by the Director of the Program in Landscape Architecture, who will evaluate applicants in coordination with the scholarship selection committee. The Director assumes responsibility for announcing the availability of the scholarships to all students enrolled in the landscape architecture program. The Director also will provide an announcement or a call for competitive scholarship applications that outlines the purpose of the scholarship program and the deadline for submitting both new and renewing applications.

REPORTING REQUIREMENTS

The Director of the Program in Landscape Architecture assumes responsibility for informing the faculty of all awards under this scholarship program. It is desired that any news release published by the University that features the recipient's achievements will make reference to the student as a Kay Tiller Scholar. The Director of the Program in Landscape Architecture will provide an annual report on use of the endowment.

Pat D. Taylor, PhD
Director, Program in Landscape Architecture
The University of Texas at Arlington

Date

Laure Andersen
Director of Development Administration
The University of Texas at Arlington

Date