

UTA Goals, Objectives and Strategies

Planning Priority I: Provide a high quality educational experience that contributes to student academic achievement, timely graduation and preparation to meet career goals.

Goal 1: Attract students with strong academic backgrounds and qualifications.

Objective 1: Increase the percentage of new undergrads from the top 25% of their HS class, and the percentage of new transfers with transfer GPAs greater than 2.5.

Strategies:

1. Develop new merit and need based financial aid incentives to attract qualified undergraduate and graduate students.
2. Develop programs to retain CAP students at UTA.
3. Evaluate admission standards to insure their linkage to student success.
4. Develop a pre-matriculation orientation program to increase students' successful adjustment at UTA.
5. Increase meaningful outreach, visitation and follow-up programs that target specific student populations.
6. For those students who have early identified preferred majors, develop programs that connect them to that major through recruitment, visitation, orientation, gateway courses, and mentoring.

Goal 2: Increase the effectiveness of the learning process in courses.

Objective 1: Improve faculty teaching.

Strategies:

1. Establish a center and/or programs to develop and disseminate information on effective instructional techniques and to provide support for implementation.
2. Expand the faculty mentor program.
3. Increase development of interdisciplinary teaching among colleges/schools.

Objective 2: Enhance student learning.

Strategies:

1. Decrease the student to faculty ratio in organized courses.
2. Collect objective data related to student performance.
3. Use performance data to assess and improve student learning.

Goal 3: Improve undergraduate student persistence, graduation and professional placement rates.

Objective 1: Increase the percentage of students who participate in non-course activities related to their discipline or intended career.

Strategies:

1. Increase opportunities for students to be involved in professional service activities and internships related to their discipline or career.
2. Increase resources to support professional development of students.

Objective 2: Increase the number of students who develop multi-disciplinary professional skills.

Strategies:

1. Encourage more diverse course experiences outside the major.
2. Use team teaching to develop cross-disciplinary courses.
3. Develop minors that facilitate multi-disciplinary exposure.
4. Provide opportunities for students to have interdisciplinary learning and work experiences.

Goal 4: Improve graduate student persistence, graduation, and placement.

Objective 1: Improve master's and doctoral completion rates by discipline over next five years by 5 %.

Strategies:

1. Collect and disseminate data related to student performance outcomes.
2. Enhance mentoring practices.
3. Enhance student academic and social integration into graduate programs.
4. Develop Preparing Future Faculty and Preparing Future Professionals programs.
5. Expand internship, service learning, and professional development opportunities for graduate students.
6. Improve discipline-specific graduate education outcomes in Unit Effectiveness Plans and their assessment.
7. Strengthen the Graduate Student Senate.

Planning Priority II: Provide an enriching university experience for all members of the UTA community.

Goal 1: Make the UTA campus more welcoming.

Strategies:

1. Build a centrally located visitor's center.
2. Increase the amount of accessible visitor parking.
3. Install kiosks around campus to provide information and directions (staffed or computerized).
4. Improve signage on campus to make it easier to locate various buildings, departments, offices, etc.
5. Revise UTA website to provide more information for external community.
6. Improve the readability and usability of campus maps.
7. Build an events center.
8. Promote development of parks around campus.
9. Promote commercial development around campus.

Goal 2: Develop a more engaging campus life.

Strategies:

1. Sponsor a high profile lecture series with broad appeal.
2. Host an annual open house for the community modeled after the one at UT Austin.
3. Increase the number of events which bring the public into contact with UTA programs.
4. Publicize existing campus events to students, faculty, staff and the community with more lead time to facilitate building audiences.

Planning Priority III: Enhance The University of Texas at Arlington's research, scholarly, and creative capacity.

Goal 1: The University of Texas at Arlington will show significant improvement in institutional and program rankings.

Objective 1: UTA will reach \$100M in annual research expenditures within ten years.

Objective 2: UTA will have at least one top 50 program in each college or school where appropriate (NRC, USNEWS, The Center).

Objective 3: UTA will have three programs ranked in the top twenty-five nationally where applicable (NRC, USNEWS, The Center).

Objective 4: Increase the amount of new and significant research and creative activity contributed by UTA faculty to leading peer-reviewed journals and conference proceedings, solicited publications, exhibitions, juried screenings, and the like.

Strategies for Goal 1:

1. Recruit students who will be participating in research and creative activities.
 - a. Enhance recruiting to target excellent students.
 - b. Provide enhanced merit-based scholarships and fellowships.
 - c. Improve graduate student stipends and other student support.
 - d. Provide tuition support for graduate assistants.
 - e. Create selected PhD programs to enhance scholarly activity and funded research in strategic areas.
2. Recruit leading faculty members who will direct research and creative activities.
 - a. Focused cluster hires in selected areas.
 - b. Increase the number of endowed professorships.
 - c. Address salary compression/inversion for productive faculty members.
 - d. Develop spousal hiring policies and programs.
 - e. Design programs to bring highly visible and distinguished scholars to campus (seminars, sabbaticals, visiting scholars, etc.).
3. Improve the quality and quantity of research space and infrastructure.
 - a. Identify the next three research buildings for construction or renovation and begin planning.
 - b. Generate and budget resources that support growth in critical support areas of research (OIT, Library, equipment, staff, and policies).
 - c. Develop a campus-wide policy on space utilization and reallocation.
4. Increase institutional support for travel to conferences, faculty development leaves, etc.
5. Identify centers of excellence for targeted hires and support.

Goal 2: Increase and support interdisciplinary and multidisciplinary undergraduate and graduate programming.

Objective 1: Develop new and support current interdisciplinary and multidisciplinary graduate programs that have both a genuine research core and student and employer demand.

Strategies:

1. Create selected interdisciplinary/cross-college/cross-institutional centers to enhance funded research.
2. Budget resources to support recruiting, admissions, and administrative costs of such programs.
3. Budget seed funding to foster cross-disciplinary and cross institutional collaborations.
4. Create teaching load, faculty evaluation, and IDC policies that support multidisciplinary/interdisciplinary research.

Goal 3: Foster increased contributions by alumni, friends, and the private sector that can be used to enhance the University's research, scholarly and creative capacity.

Objective 1: Greatly increase the university's endowment.

Strategies:

1. Improve the annual fund campaign.
2. Hire more major gift officers.
3. Launch a major development campaign.
4. Promote naming opportunities (buildings, classrooms and other campus spaces or structures) through newsletters, websites, and personal solicitations.

Planning Priority IV: Use available compensation resources for faculty, staff and students to build excellence.

Goal 1: Develop nationally competitive compensation standards for faculty and staff.

Objective 1: Develop salary structures comparable to peer institutions.

Strategies:

1. Determine salary structures and compensation plans for peer institutions by discipline.
2. Develop priorities for compensation of faculty and staff.

Goal 2: Develop a model of compensation that includes substantial rewards for excellence.

Objective 1: Increase the funds for faculty supplements awarded in recognition of funded research or other major scholarly achievements.

Strategies:

1. Seek development funding for fellowships, professorships, and endowed chairs.
2. Develop criteria to identify and reward the high achievements of faculty in each college/school.
3. Solicit gifts to provide five year salary supplements to highest achieving faculty in each college/school.

Objective 2: Develop a competitive salary structure for staff.

Strategies:

1. Review salary levels for staff positions to determine whether these are competitive.
2. Review salary levels within specific staff categories to identify and deal with potential inequities.
3. Develop criteria to identify and reward the most deserving staff.
4. Provide supplements for staff who have made significant achievements.

Goal 3: Improve graduate student compensation, especially at the doctoral level.

Objective 1: Make doctoral graduate student compensation and workloads competitive by discipline with those at peer institutions.

Strategies:

1. Develop accurate compensation database with peer institution comparison data for graduate students, by discipline.
2. Locate additional internal and external revenue sources for graduate student support.
3. Provide full tuition fellowships to doctoral students.
4. Increase external funding via grants and contracts for doctoral students by 10% over five years.
5. Develop a program to inform graduate students and faculty supervisors of the availability of external grants and funding.
6. Develop international agreements that provide financial support for graduate students.
7. Include graduate student tuition and fees in grants and contracts.

Planning Priority V: Promote The University of Texas at Arlington as an internationally recognized comprehensive research university.

Goal 1: Develop institutional pride.

Objective 1: Reach 100% internal recognition of UTA strengths.

Strategies:

1. Develop a welcoming culture that encourages students, faculty, staff, and alumni to promote UTA.
2. Announce and promote successes.
3. Develop internal communication programs to educate the campus community about the new brand and help units develop linkages to the brand.
4. Continually enhance the website to promote the UTA brand and research strengths.

Goal 2: Develop external awareness of UTA's institutional strength.

Objective 1: Reach 50% recognition of UTA brand in target markets and audiences within three to five years.

Strategies:

1. Develop a UTA brand.
2. Develop and launch external brand campaigns.
3. Announce and promote successes.
4. Continually enhance the website to promote the UTA brand and research strengths.
5. Utilize the UTA brand in campaigns for student, faculty, and staff recruitment.
6. Provide promotional templates to faculty, staff, and students.
7. Enlist the support of alumni and advisory boards to promote the UTA brand.
8. Develop centralized coordination of promotional activities.
9. Encourage units to produce periodic newsletters and reports to be distributed to the public and peer institutions.

Planning Priority VI: Build external collaborations and partnerships which contribute to economic, social, and cultural development.

Goal 1: Establish more effective collaboration with neighboring colleges, universities, and school districts.

Objective 1: Increase the number and effectiveness of regional institutional agreements.

Strategies:

1. Catalog all current regional collaborations and partnerships.
2. Organize administrative and academic meetings with neighboring universities.
3. Hold regular events on campus that promote UTA strengths in creative activity and bring arts leaders and the community to campus, e.g., exhibitions, concerts, plays, and the like.

Objective 2: Develop a common voice on issues before the Legislature, collaborative research and economic development programs, and shared planning.

Strategies:

1. Actively participate in forums that bring administrators, faculty, and boards of trustees from Texas' public universities together to work on common interests.

Objective 3: Expand collaborations beyond the region as opportunities arise.

Goal 2: Improve the quality and accessibility of education opportunities offered to all students (K-16).

Objective 1: Increase the level of service provided to Metroplex public schools.

Strategies:

1. Obtain data from school districts on value-added instruction.
2. Collect survey data for assessment.
3. Prepare excellent teacher candidates who in turn prepare students for success at all educational levels.
4. Conduct research on issues such as literacy and effective professional training for school personnel, with a focus on teachers who will work in urban settings.

Objective 2: Increase the percentage of transfer students from two-year and independent colleges who are successful at UTA.

Strategies:

1. Develop more non-traditional articulated programs.
2. Demonstrate success by tracking students from 2 year college through 4 year college completion/graduation.

Objective 3: Align the curriculum K-16.

Goal 3: Establish more effective collaboration with regional government entities.

Objective 1: Strengthen and leverage UTA's local, state, and national political connections.

Strategies:

1. Periodically visit with local, state, and national political representatives.
2. Hold regular events on campus that promote UTA strengths and bring industry and government leaders to campus, e.g., technology fairs, research symposia, etc.
3. Better inform local governments of expertise, resources, and services available at UTA.

Goal 4: Establish more effective collaboration with targeted international institutions.

Objective 1: Increase the number of students enrolling at UTA from major international institutions.

Strategies:

1. Seek funding from the US State Department and other international organizations interested in international collaborative efforts.
2. Develop a standardized agreement for partnering with international institutions.
3. Make regular visits to targeted international institutions.

Goal 5: Establish more effective collaborations with the private and not-for-profit sectors.

Objective 1: Increase private sector and alumni involvement with UTA.

Strategies:

1. Make regular visits to local industry.
2. Better inform local industry of expertise, resources, and services available at UTA.
3. Hold regular events on campus that promote UTA strengths and bring industry leaders to campus, e.g., technology fairs, research symposia, etc.
4. Develop our students to assume leadership positions in their professions.
5. Develop internal searchable websites that promote UTA strengths.
6. Increase service learning and internships.

Planning Priority VII: Promote a culturally diverse and inclusive university community.

Goal 1: Value diversity at all levels on campus.

Objective 1: Increase number of culturally diverse administrators, faculty and staff.

Strategies:

1. Increase recruitment of culturally diverse faculty, administrators and staff.
2. Make targeted hires of culturally diverse, administrators and staff.
3. Build contacts with organizations that support placement of culturally diverse faculty, administrators and staff.
4. Identify the funding sources required to attract culturally diverse faculty, administrators and staff.
5. Provide incentives to facilitate the recruitment of culturally diverse faculty, administrators and staff.

Objective 2: Increase the number of undergraduate and graduate students who are culturally diverse.

Strategies:

1. Target recruitment of culturally diverse graduate students consistent with federal and state law.
2. Increase financial support for graduate students who have been successful undergraduate McNair Scholars.
3. Increase financial support for culturally diverse graduate students consistent with federal and state law.
4. Pursue grants from Federal programs such as NSF, NIH and DOEd that support culturally diverse graduate students.
5. Apply best practices of institutions that have had success in attracting culturally diverse students.

Objective 3: Improve the retention of faculty, staff and students who are culturally diverse.

Strategies:

1. Strengthen mentoring programs for new faculty.
2. Develop campus support organizations for faculty and staff.
3. Implement faculty and staff development programs focused on successful careers at UTA.
4. Develop administrative internship programs for faculty and staff.
5. Develop social programs that integrate individuals from different cultural backgrounds.
6. Review best-practice, culturally-sensitive retention programs at other universities.
7. Increase cultural diversity content in academic programs/curricula.

Priority VIII: Improve the effectiveness and efficiency of University operations.

Goal 1: Match administrative infrastructure to size, complexity and demands placed on unit.

Strategies:

1. Review adequacy of staffing levels in all units and identify problem areas.
2. Use a formula or guidelines to provide additional staff resources based on workload and complexity of the work.
3. Prioritize staffing hiring based on degree of need across the university.

Goal 2: Reduce unnecessary bureaucratic processes.

Strategies:

1. Identify significant University processes that are time consuming and duplicative.
2. Review processes with the goal of simplification and streamlining.
3. Prioritize implementation of simplified processes across the University

Planning Priority IX: Embrace a dynamic culture of planning, evaluation, and assessment to ensure progress toward the University goals.

Goal 1: Develop a culture of meaningful assessment within all parts of the University.

Objective 1: Improve assessment practices at UTA.

Strategies:

1. Appoint assessment committees to review current assessment processes and to make recommendations concerning best practices for assessment.
2. Integrate best practices into assessment model for the University.

Goal 2: Align the planning and budgeting processes to support the University's mission.

Objective 1: Use assessment to achieve University strategic goals.

Strategies:

1. Develop policies and procedures to allocate resources to improvement requests based on meaningful assessment data.