### UT Arlington Strategic Plan 2015

Six Guiding Aspirations + “Maverick Imperatives”

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<th>Guiding Aspirations*</th>
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<td>I Transform the student experience by enhancing access and ensuring student success.</td>
<td>1. Be progressive: Educate beyond the classroom.</td>
<td>-Increase experiential learning</td>
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<td>-Develop effective student mentoring structures/spaces</td>
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<td>-Create new opportunities for study abroad</td>
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<td>II Enhance impactful research and scholarship.</td>
<td>2. Be empowering: Create lifelong educational paths.</td>
<td>-Showcase student work more often &amp; effectively</td>
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<td>-Increase grad programs in high-demand areas</td>
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<td>III Build on faculty excellence to strengthen academic programs.</td>
<td>3. Be responsible: Ensure student success.</td>
<td>-Increase continuing/professional education options</td>
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<td>-Innovate &amp; coordinate support services</td>
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<td>IV Strengthen collaboration with corporate and nonprofit sectors.</td>
<td>4. Be wise: Cultivate faculty and staff.</td>
<td>-Further engage students in campus life</td>
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<td>-Support academic success in foundation courses</td>
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<td>V Enhance visibility and impact through global engagement.</td>
<td>5. Be pioneering: Transform research capabilities.</td>
<td>-Support high-impact scholarship</td>
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<td>-Grow &amp; diversify external funding</td>
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<td>VI Lead in creativity, innovation and entrepreneurship.</td>
<td>6. Be ambitious: Serve the community near &amp; far.</td>
<td>-Expand graduate students’ role in research</td>
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<td>-Create diverse &amp; multifaceted research teams</td>
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<td>-Partner with others to address societal challenges</td>
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<td>-Increase # of faculty engaged internationally</td>
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<td>-Enhance participation in community organizations</td>
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<td>-Build state-of-the-art research facilities</td>
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<td>-Increase access to space &amp; technology to create</td>
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<td>-Create infrastructure to host conferences, etc.</td>
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**Be creative: Be THE innovation destination.**

*consolidated & renumbered

UG=Undergrad Ed (1); GR=Graduate Ed (2); CPE=Continuing & Profess’l Ed (3); RED=Research & Economic Dev (4); FS=Faculty & Staff Dev (5); IR=Infrastructure & Resources (6)
Strategic Planning Draft Document

The Maverick Imperatives

with sample strategies (keyed to the Guiding Aspirations)

1. Be Progressive: Educate Beyond the Classroom

   1.1. Increase experiential learning – internships, service learning, undergraduate research (GA I: Transform Student Experience and GA 4: Collaborations)

   1.2. Expand efforts to create a more engaged and involved sense of community both inside and outside the classroom (GA I: Transform Student Experience)

   1.3. Increase funding and opportunities for student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)

   1.4. Provide opportunities and resources for students to study abroad and to complete fieldwork internationally (GA 5: Global Engagement)

   1.5. Foster relationships and networking opportunities between students, faculty, staff, and community entrepreneurs and industry leaders (GA 6: Creativity, Innovation, Entrepreneurship)

2. Be Empowering: Create lifelong educational paths

   2.1. Increase number of programs (degrees, certificates, etc.) in high-demand areas (GA I: Transform Student Experience)

   2.2. Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners – regional and global (GA 4: Collaborations with Corporates and Non-Profits)

   2.3. Provide on-site and on-line courses and continuing education for the global community (GA 5: Global Engagement)

   2.4. Develop and host on-site / virtual conferences on topics of interest to external audiences (GA 5: Global Engagement)

   2.5. Create a community of entrepreneurs by providing opportunities for training (GA 6: CIE)

   2.6. Prepare graduates with the skills and vision to adapt to and excel in a changing world. (GA I: Transform Student Experience)

3. Be Responsible: Ensure Student Success

   3.1. Develop a campus-wide initiative to keep students on track to graduate (GA I: Transform Student Experience)

   3.2. Provide innovative & coordinated support services to increase persistence and success of diverse student populations (GA I: Transform Student Experience)

   3.3. Develop cutting-edge supplemental instruction and tutorial services in multiple formats (GA I: Transform Student Experience)

   3.4. Create learning communities tailored to the needs of diverse student populations (GA I: Transform Student Experience)
3.5. Provide innovative and technology-rich instruction to support success in early courses (GA I: Transform Student Experience)

3.6. Create programs and policies that provide appropriate and meaningful roles for faculty to enhance UT Arlington’s reputation as a leader in outstanding undergraduate education, especially for academically talented students from underrepresented groups (GA 3: Faculty Excellence)

3.7. Increase the number of doctoral degrees conferred per tenured / tenure-track faculty member per academic year (GA 3: Faculty Excellence)

3.8. Assure college preparedness of incoming class (GA I: Transform Student Experience)

4. Be Wise: Cultivate Faculty and Staff

4.1. Support faculty, staff, and students at each point in their career path such that each member of the community establishes a sustained lifelong program of intellectual growth, professional development, and personal fulfillment. (GA I: Transform Student Experience; GA 2: Enhance Research; GA 3: Faculty Excellence [extended to include staff])

4.2. Increase the number of faculty who participate in international programs of research, teaching or other professional service (GA 3: Faculty Excellence)

4.3. Increase the number of staff members who participate in technical training programs, skills development, and professional organizations (GA 3: Faculty Excellence [extended to include staff])

4.4. Increase faculty research expenditures (GA 3: Faculty Excellence)

4.5. Provide appropriate institutional support to help each faculty member increase the number of significant, high-impact publications (or equivalent) produced each year (GA 3: Faculty Excellence)

4.6. Provide appropriate institutional support to raise the faculty’s reputation by supporting efforts to earn external recognition for outstanding achievement (GA 3: Faculty Excellence)

4.7. Deploy strategies for recruiting highly talented faculty and professional staff (GA 3: Faculty Excellence)

4.8. Attract and retain prestigious faculty and staff (GA 2: Enhance Research)

5. Be Pioneering: Transform research capabilities

5.1. Expand & enhance existing research, scholarship & creative capability on campus (GA 2: Enhance Research)

5.2. Grow and diversify extramural funding (GA 2: Enhance Research)

5.3. Create and support opportunities for faculty company spin offs (GA 2: Enhance Research)

5.4. Increase research, scholarship, and creative collaboration with for-profit and non-profit organizations in the North Texas region (GA 4: Collaborations with Corporates and Non-Profits)

5.5. Partner with global corporations that have Texas connections to collaborate on research (GA 5: Global Engagement)

5.6. Increase funding and opportunities for student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)
5.7. Increase the integration of UTA faculty's research and creative works into the scholarly output of their peers and students (GA 6: Creativity, Innovation, Entrepreneurship)

6. Be Ambitious: Serve the Community Near and Far

6.1. Increase coordinated efforts to link existing programs to public, corporate and nonprofit entities (GA 4: Collaborations with Corporates and Non-Profits)

6.2. Develop new study abroad programs that address the needs & desires of lifelong learners (GA 3: Faculty Excellence)

6.3. Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners – regional and global (GA 4: Collaborations with Corporates and Non-Profits)

6.4. Increase and recognize participation in community organizations and decision-making bodies (GA 4: Collaborations with Corporates and Non-Profits)

6.5. Incentivize efforts to bring community experts into the university environment. (GA 4: Collaborations)

6.6. Develop new projects, services, and products that meet the needs of international populations (GA 5: Global Engagement)

6.7. Provide on-site and on-line courses and professional education for the global community (GA 5: Global Engagement)

7. Be Daring: Reimagine Institutional Infrastructure

7.1. Build state of the art research and scholarship facilities on campus (GA 2: Enhance Research)

7.2. Optimize administrative processes by developing and sharing best practices (GA 2: Enhance Research)

7.3. Transform classroom and residence hall spaces to enhance collaboration (GA 1: Transform Student Experience)

7.4. Collaborate with local entities to improve facilities, technologies, and computational power that support innovative research, continuing education and professional education (GA 4: Collaborations with Corporates and Non-Profits)

7.5. Increase access to space and technologies used for creation and prototyping (GA 6: Creativity, Innovation, Entrepreneurship)

7.6. Build an executive education and conference center to draw academic, professional and cultural events to the campus (GA 2: Enhance Research; GA 4: Collaborations with Corporates and Non-Profits; GA 5: Global Engagement; GA 6: Creativity, Innovation, Entrepreneurship)

7.7. Increase spaces and opportunities to display, perform, or publish creativity / innovation (GA 6: Creativity, Innovation, Entrepreneurship)

7.8. Lead efforts to better connect the university to the surrounding community through bike lanes and mass transit. (GA 4: Collaborations with Corporates and Non-Profits; GA 6: Creativity, Innovation, Entrepreneurship)

8. Be Creative: Be THE Innovation Destination – This becomes the overall and overarching principle/imperative. We are to be THE Innovation Destination in all these areas.