Bold Solutions – Global Impact
A Strategic Plan for UT Arlington’s Future

Vistasp Karbhari, President

U. T. System Board of Regents’ Meeting
Academic Affairs Committee
February 2015
A University of Choice

> 7,000 employees
> 180 degree programs
> 9,700 graduates in '13-'14

10,500 beds on or around campus

$13.6 Billion economic impact annually (2012)
Student Segments

- Degree Seeking, Non-Degree Seeking
- In-State, Out-of-State, International
- Face-to-Face, Hybrid, Completely Online
- Undergraduate, Master’s, Doctoral (DNP, Ph.D.)
- Traditional, Nontraditional

By Mode of Entry, Fall 2014

- First-time Freshmen, 2,710
- Transfers, 4,037

New Incoming Students

- Unique degree seeking global student count: 47,977

Fall ’14 34,899*
  5% increase over Fall ‘12
  70.7% increase since Fall ‘00
  * THECB Count

Spring ‘15 36,460*
  * THECB Count

Spring ‘15

* THECB Count
A Future Built on IDEAS

A Future Built on IDEAS

D: **Diversity** – Ranked 5th most diverse public research university in the nation. Highest-profile Hispanic Serving Institution in North Texas. Growing international population.

**Student Ethnicity**
Fall 2014

- White: 38.7%
- Hispanic: 26.9%
- African-American: 16.0%
- Asian: 11.6%
- International: 3.6%
- Multiracial: 2.1%
- Other: 1.1%
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E: Excellence – Highest degree production ratio of all UT campuses. Asia Executive MBA is one of the largest and most reputed. Renowned faculty: 2 NAE, 1 NAS, 10 NAI, fellows and awards. Nationally ranked programs.

Degree Production Ratio, 2012-13
Bachelor’s Degrees Awarded per 100 Full-Time Equivalent Undergraduates Enrolled 4 Years Earlier

- Nai Yuen Chen
- David Nygren (2014)
- Ken Reifsnider* (2015)
- Jessica Stevens
- Emmanuel Fordjour
- Formula SAE Racing Team
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Innovative programs to develop pipelines and pathways for student success
through GO Centers, “Bound for Success”, STEM Academy…
Degree and non-degree seeking students
DED hosts the nation’s largest OSHA education center
New Division of Global Outreach and Extended Studies

New Incoming Students
By Mode of Entry, Fall 2014

- First-time Freshmen, 2,710
- Transfers, 4,037
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S: Students – Committed to student success.
College of Nursing has NCLEX results higher than TX & national average
University College, FIGs, FYE Course (MAVS 1000)
Career Development/Support Center

Degrees Awarded

- Bachelor's
- Master's
- Ph.D.

Exceeds NRUF Target
Strategic Plan | 2020

**Focus**
- Global Impact through Enabling a Sustainable Megacity

- Megacities pose an unprecedented need for bold solutions on a global scale.
- UT Arlington is uniquely positioned to address epic challenges facing growing urban regions.
- Pressing issues include improving health care, addressing aspects related to the built environment and creating more livable communities, managing our natural resources, and harnessing the proliferation of data.
- UT Arlington will leverage expertise in these critical areas to help emerging megacities like the DFW Metroplex become more sustainable economic and cultural centers that raise the prospects for prosperity and sustainability while enhancing the quality of life.
Strategic Plan | 2020

Focus
- Global Impact through Enabling a Sustainable Megacity

Guiding Themes
- Health and the Human Condition
- Sustainable Urban Communities
- Global Environmental Impact
- Data-Driven Discovery for Knowledge Enhancement
Guiding Theme: **Health and the Human Condition**

- Health management as broadly defined in physical, mental, emotional and social contexts.
- Health innovations, including diagnostic, prognostic, and enabling technologies.

Key Initiatives:

1. Establish a new College of Nursing and Health Innovation to enhance health sciences focus
2. Develop closer collaborations between UTA and the health sector through joint projects & appointments
3. Establish a Center for Engineering in Medicine to enhance translational research
4. Enhance research foci in bioengineering, neurosciences, kinesiology, gerontology, and computational sciences, supporting the thrust through cluster and targeted hires
5. Enhance the health focus in the College of Business
6. Enhance the reach and impact of programs involving the School of Social Work
Guiding Theme: **Sustainable Urban Communities**

- Foster sustainable urban communities through a focus on natural, built, socio-economic and cultural environments.
- Understand and interpret demographic change & the broad spectrum of human capital.

**Key Initiatives:**

1. Establish a new college integrating the School of Architecture & the School of Urban & Public Affairs
2. Develop a new construction management degree
3. Develop a new architectural engineering degree to meet critical workforce needs
4. Establish an Institute for Sustainability
5. Establish a department/school of Resource Engineering in collaboration with FW & the corporate comm.
6. Enhance research, teaching, and outreach in the area of urban communities through integration of efforts of existing centers and through key hires
Guiding Theme: Global Environmental Impact

- Address global challenges such as effects of climate change, energy, water, disasters, & pollution.
- Develop solutions through analysis of global population dynamics, enviro. economics & history.

Key Initiatives:

1. Enhance the Shimadzu Institute to enable greater research in areas related to environmental science and build faculty strength in this area
2. Establish a cross-cutting institute to enable key thrusts in water and environmental impact
3. Develop strengths in areas related to environmental policy
4. Develop new programs focused on water resources, conservation, pollution, and disaster mitigation
5. Establish a department/school of Resource Engineering
6. Enhance the continuing and professional education efforts aimed at environmental effects, regulation, and compliance
Guiding Theme: **Data-Driven Discovery for Knowledge Enhancement**

- Develop methods of data analytics & science to use “big data” from multiple fields.
- Use big data sets to discover new, and enhance current, knowledge.

**Key Initiatives:**

1. Establish a new degree in data analytics in the College of Business to meet workforce needs
2. Establish true multidisciplinary degrees in “data science”
3. Establish an Institute for the Predictive Performance of Materials and Structures as a national center of excellence to enable diagnostic and prognostic capabilities.
4. Establish a Center for Modeling, Simulation, and Visualization.
5. Establish thrusts in the digital humanities and media and digital communications
6. Develop strengths in data security and resilience through collaborations among the Colleges
Matrix Structure to Enhance Integration

- Encourages integration of efforts
- Provides a focus for hires
- Enables better synthesis of research and instruction
Focus
- Global Impact through Enabling a Sustainable Megacity

Guiding Themes
- Health and the Human Condition
- Sustainable Urban Communities
- Global Environmental Impact
- Data-Driven Discovery for Knowledge Enhancement

Guiding Aspirations
- Transform the student experience by enhancing access & ensuring success
- Enhance impactful research & scholarship
- Build on faculty excellence to strengthen academic programs
- Strengthen collaboration with corporate & nonprofit sectors
- Enhance visibility and impact through global engagement
- Lead in creativity, innovation, & entrepreneurship

Be the Model 21st Century Urban Research University
Define the 21st Century Urban Research University

UTA will be a leader in the discovery, integration, and application of information and knowledge while setting new standards for a transformative educational experience not bound by confines of time, space, and location.
Strategic Plan | 2020

Focus
- Global Impact through Enabling a Sustainable Megacity

Guiding Themes
- Health and the Human Condition
- Sustainable Urban Communities
- Global Environmental Impact
- Data-Driven Discovery and Enhancement of Knowledge

Guiding Aspirations
- Transform the student experience by enhancing access & ensuring success
- Enhance impactful research & scholarship
- Build on faculty excellence to strengthen academic programs
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Operational Priorities
- Undergraduate education
- Graduate education
- Professional/continuing education globally
- Research and economic development
- Faculty and staff
- Infrastructure and resources

Be the Model 21st Century Urban Research University
## Some Key Targets for 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>2013</th>
<th>2014-2015</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><em><em>Enrollment (THECB</em>)</em>*</td>
<td></td>
<td>33,278</td>
<td>34,899 (F ’14)</td>
<td>&gt; 43,000</td>
</tr>
<tr>
<td><strong>Freshman retention rate</strong></td>
<td></td>
<td>75%</td>
<td></td>
<td>&gt; 90%</td>
</tr>
<tr>
<td><strong>6-year graduation rate</strong></td>
<td></td>
<td>44%</td>
<td></td>
<td>&gt; 60%</td>
</tr>
<tr>
<td><strong>Endowment</strong></td>
<td></td>
<td>$101.7 M</td>
<td>$117.8 M</td>
<td>&gt; $500 M</td>
</tr>
<tr>
<td><strong>Research expenditures</strong></td>
<td></td>
<td>$77.7 M</td>
<td>$34.9M in Aug-Dec†</td>
<td>&gt; $150 M</td>
</tr>
<tr>
<td><strong>Ph.D.s awarded</strong></td>
<td></td>
<td>1</td>
<td>3</td>
<td>&gt; 8</td>
</tr>
<tr>
<td><strong>NAI</strong></td>
<td></td>
<td>8</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td><strong>Ph.D.s awarded</strong></td>
<td></td>
<td>150</td>
<td>219</td>
<td>&gt; 250</td>
</tr>
<tr>
<td><strong>U.S. News &amp; World Report Ranking</strong></td>
<td></td>
<td>N/R</td>
<td>N/R</td>
<td>Top 100</td>
</tr>
<tr>
<td><strong>U.S. News &amp; World Report Eng Ranking</strong></td>
<td></td>
<td>N/R</td>
<td>100</td>
<td>Top 50</td>
</tr>
<tr>
<td><strong>Professional and continuing education</strong></td>
<td></td>
<td>22,000</td>
<td>22,000</td>
<td>&gt; 45,000</td>
</tr>
<tr>
<td><strong>Tenure stream faculty FTE</strong></td>
<td></td>
<td>610</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-tenure stream faculty FTE</strong></td>
<td></td>
<td>578</td>
<td></td>
<td>&gt; 1500</td>
</tr>
</tbody>
</table>

* Excludes on-line out-of-state students

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The table above outlines key targets for 2020, including enrollment, freshman retention rate, 6-year graduation rate, endowment, research expenditures, Ph.D.s awarded, NAI, and U.S. News & World Report rankings. The data is compared across years 2013, 2014-2015, and the projected 2020 targets. The table also includes professional and continuing education FTE and faculty FTE, with significant increases planned for the future.
Vision Statement

The University of Texas at Arlington is an internationally recognized research university, distinguished by excellence and access through transformative knowledge production and education based on scholarship, collaboration, innovation, creativity, and global impact.