It is an honor to present our strategic plan to you. Branded as Bold Solutions-Global Impact, the plan charts an ambitious course for us through 2020. It was created over a period of about 15 months through meetings, discussions, meals, and more that involved faculty, staff, students, community leaders, alumni and others. At one meeting over 140 faculty and staff gathered to report, and comment on, action plans and tactics developed for the plan. The University of Texas at Arlington stands poised to shape the future of higher education. We are a strong and thriving university that expertly balances teaching and research and moves them forward in symphony. Our innovations in the delivery of instruction are already having a tremendous impact on meeting workforce needs, and the creativity and scholarship of our students and faculty has been acknowledged internationally. In many ways, UT Arlington already is setting standards of excellence for others to follow.

The world, however, is changing around us, and we must adapt or become obsolete. To reach our full potential, we must focus collectively, embrace collaboration, and be innovative and entrepreneurial. In short, we must think new, think big, and think now.

With its unique history, notable accomplishments, and ideal location in the growing North Texas region, UT Arlington is rapidly becoming the model for what a 21st-century urban research university should be. Our strategic plan crystallizes this model and sets a path to unprecedented excellence. We have identified four broad themes to guide our path to pre-eminence. These themes address critical issues in health management, natural resource preservation, the built environment, data analytics, and more. Our Guiding Aspirations establish firm principles to guide our directions, and the Maverick Imperatives define who we are and how we will attain our ambitious goals.

Our strategic plan is about much more than fulfilling our mission; it’s about excelling in all we do. The university we build will be built together and will embody unparalleled excellence in research, teaching, and community engagement. We will continue to work together, chart new directions, and attain even greater levels of distinction. This is UT Arlington – diverse, innovative, and first-choice. This is who we are, and this is who we aspire to be – the best of the best – setting standards that others will follow.

Our future is not in a year, five years, or some other time in the distance. It is now, and with your help we will not only become an internationally renowned institution of higher education, but we will define our role in higher education as the urban flagship for education unconstrained by time, place, and location.

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</table>
History and Legacy
The University of Texas at Arlington has a rich and deep legacy tied to the roots of the town whose location now identifies us as a campus of the UT System.

First established in 1895 as a private institution at the urging of Edward Emmett Rankin, an Arlington civic leader, to improve the availability of quality education in the recently founded rural town, Arlington College’s first class had roughly 75 students housed in a two-and-a-half story wood-frame schoolhouse built on property near the present University Center donated by J.W. Ditto and A.W. Collins.

In 1902 the institution was converted into the Carlisle Military Academy, and although its charter called “for the literary, military, and manual training of boys,” the school had at least eight female graduates during its II-year existence, signifying even at that time the leadership role played by this institution. The institution then went through two further changes between 1913 and 1917 as the Arlington Training School and the Arlington Military Academy.

In 1917 the institution, now renamed the Grubbs Vocational College, became a branch of the Agricultural and Mechanical College of Texas (now Texas A&M). The state junior college’s curriculum focused on the agricultural, mechanical, and industrial trades, as well as household arts for female students. In keeping with the school’s military tradition, all male students were required to be cadets in the ROTC. In 1923 the college was renamed the North Texas Agricultural College to better reflect the fact that it had become a public institution with a liberal arts curriculum that was no longer strictly vocational. In 1949 the name was changed to Arlington State College and it was the largest state-supported junior college in the Southwest until 1959 when it became a four-year institution. In 1962 Arlington State College was the first campus in the A&M system to integrate African-American students. Based on tensions between the college and the A&M board with many in the community believing that the campus’ interests were unfairly subordinated to those of College Station, the institution was transferred to The University of Texas System in 1965.

The institution received its current name by act of the state legislature making each of the UT System campuses “The University of Texas at...” in 1967 and since that time has continued to exceed expectations, becoming not only the 2nd largest campus in the UT System, but also the fastest growing, and arguably the most innovative being named in 2013 as one of only six “Next Generation Universities” by the New America Foundation. As the highest profile Hispanic Serving Institution (HSI) in North Texas and with the highest degree production ratio of all UT System campuses, UT Arlington stands poised to make its next leap, from great to pre-eminent, from a foundation of strength anchored by its historic legacy within the growing metropolitan area.
## UT Arlington at a Glance

<table>
<thead>
<tr>
<th>Rank</th>
<th>Description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd</td>
<td>National ranking for producing minority nurses with bachelor’s degrees</td>
<td>3rd</td>
</tr>
<tr>
<td>5th</td>
<td>National ranking for undergraduate diversity by <em>U.S. News &amp; World Report</em></td>
<td>5th</td>
</tr>
<tr>
<td>8th</td>
<td>National ranking of the Master of Science in Taxation program</td>
<td>8th</td>
</tr>
<tr>
<td>10</td>
<td>Faculty from UT Arlington who are Fellows in the National Academy of Inventors</td>
<td>10</td>
</tr>
<tr>
<td>100</td>
<td>UT Arlington professors with patents on various devices, processes, or technologies</td>
<td>100</td>
</tr>
<tr>
<td>225</td>
<td>Number of Ph.D. degrees awarded in the 2013-14 academic year</td>
<td>225</td>
</tr>
<tr>
<td>9,714</td>
<td>Total degrees, including certificates, conferred in the 2013-14 academic year</td>
<td>9,714</td>
</tr>
<tr>
<td>41,779</td>
<td>Total enrollment of all students in on-campus and online programs (Fall 2014)</td>
<td>41,779</td>
</tr>
<tr>
<td>190,000</td>
<td>The total number of UT Arlington alumni exceeds 190,000</td>
<td>190,000</td>
</tr>
<tr>
<td>680,000</td>
<td>Annual hours of community service performed by faculty, staff, and students</td>
<td>680,000</td>
</tr>
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</table>
Mission, Vision, and Core Values
We represent what the very best public universities aspire to — access to excellence that enables transformation of the world through knowledge without constraints of time, space, or location; Lincoln’s living legacy — the triumph of human potential, merit over class and status.

**MISSION**
The University of Texas at Arlington is a comprehensive research, teaching, and public service institution whose mission is the advancement of knowledge and the pursuit of excellence. The University is committed to the promotion of lifelong learning through its academic and continuing education programs and to the formation of good citizenship through its community service learning programs. The diverse student body shares a wide range of cultural values, and the University community fosters unity of purpose and cultivates mutual respect.

**VISION**
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.

**CORE VALUES**

**Access and Success:** Provide global pathways to impactful educational and research opportunities for all qualified students to flourish and achieve their lifetime personal and professional goals. The University provides support for career readiness, and global scholarly and professional leadership.

**Opportunity and Excellence:** Enable the pursuit of the highest standards of excellence throughout every facet of the University. Provide all qualified students with opportunities to reap the benefits of the tremendous knowledge that exists at UT Arlington.

**Inclusiveness and Diversity:** Foster an inclusive environment that supports a diverse community of faculty, staff, and students, encourages the exploration and discovery of the unfamiliar, and promotes the understanding and appreciation of all viewpoints.

**Mavericks and Innovators:** Ensure a culture of innovation, entrepreneurship, and creativity that strengthens our Maverick nature. The University actively seeks to cultivate an atmosphere that rewards curiosity and challenges conventional thought in seeking bold and impactful solutions to global issues.

**Collegiality and Collaboration:** Encourage a spirit of collegiality and camaraderie as part of our ethos, including through the championing of partnerships and collaborative efforts that increase the University’s impact on society.
BUILDING ON OUR STRENGTHS
The University of Texas at Arlington is an institution of unlimited opportunities and boundless potential. Fewer than 50 years since joining the UT System, we are still a young institution and with that youth, we have a vibrancy, a “can-do” attitude, and pages that are yet to be written. We draw our strength and perspective from the arts, humanities, and social sciences as well as science, technology, and the professions. We build our future on the solid foundations of the past and the achievements of the present. We are a university of IDEAS.

I: INNOVATION

The Smart Hospital™ is a national leader in health care provider simulation education, simulation research, and the development of health care innovation. Our online programs have not only pioneered distance delivery of education in nursing but help meet critical regional and national workforce needs.

The Learning Innovation and Networked Knowledge (LINK) Research Lab, directed by Dr. George Siemens (the originator of the MOOC), is pioneering research into how social networked technologies transform learning and in the use of learning analysis to help us better understand teaching and learning to ensure success for all learners.

Ten faculty from three colleges – Engineering, Science, and Nursing and Health Innovation – have been named fellows of the National Academy of Inventors, emphasizing our commitment not only to discovery but to implementation and commercialization. The number of fellows is the second highest of all universities in the nation.
D: Diversity

For the second year in a row, *U.S. News & World Report* ranked UT Arlington as the fifth most ethnically diverse public research university in the nation.

We are the highest profile Hispanic Serving Institution (HSI) in North Texas and the only one to be honored as the 2014 outstanding HACU Member institution.

Students from all 53 U.S. states and territories and more than 120 countries from across the globe call UT Arlington their academic home, providing a global learning environment.

**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%
UT Arlington students routinely win national and international awards for projects and in competitions.

FORMULA SAE RACING TEAM: NO. 1 IN THE UNITED STATES, NO. 5 IN THE WORLD

ISURA RANATUNGA, LEFT, AND SHWETA HARDAS CAPTURED FIRST-PLACE HONORS AT THE 2014 IEEE INTERNATIONAL CONFERENCE ON ROBOTICS AND AUTOMATION IN HONG KONG.

FROM LEFT ARE DEVENDRA KASHUDHAN, SUMIT KUMAR DAS, JOSHUA BAPTIST, JIWAN GHIMIRE, SURYA PACHABHAIYA AND SUDIP RIMAL, MEMBERS OF UTA’S MICROROBOTICS TEAM.

**E: EXCELLENCE**

UT Arlington boasts the highest degree production ratio (bachelor’s degrees awarded per 100 full-time equivalent undergraduates enrolled four years earlier) of all campuses in the UT System for the last two years.

In addition to the 10 NAI fellows, two UT Arlington faculty are in the National Academy of Engineering and one is in the National Academy of Science.

Three undergraduate students have won the prestigious Goldwater Scholarship in the last three years, including a husband-wife duo.

Four faculty members from The University of Texas at Arlington were recognized in 2014 by the UT System Board of Regents for excellence in the classroom.

<table>
<thead>
<tr>
<th>NAI YUEN CHEN</th>
<th>DAVID NYGREN</th>
<th>KENNETH REIFSNIDER</th>
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<tr>
<td></td>
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<td>(from June 2015)</td>
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<table>
<thead>
<tr>
<th>ELIJAH STEVENS</th>
<th>ERICA CASTILLO</th>
<th>JESSICA STEVENS</th>
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<tr>
<th>KRISTAL BEAMON</th>
<th>DARRYL LAUSER</th>
<th>ALLAN Saxe</th>
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**Degree Production Ratio, 2011-12**

**Degree Production Ratio, 2012-13**
A: ACCESS

UT Arlington prides itself on its commitment to ensuring both excellence and access. This is what the very best public universities aspire to — access to excellence that enables transformation of the world; Lincoln’s living legacy — the triumph of human potential, merit over class and status. In-class, hybrid, and online mechanisms of delivery are used to enable pipeline, pathway, and professional education students to access knowledge.

Our GO Centers and the innovative Bound for Success programs provide unique opportunities and motivation for school children in the Arlington, Grand Prairie, and Mansfield Independent School Districts. This not only ensures access to students from lower-income, first-generation groups, but also builds a strong pipeline of future Mavericks! The three Bound for Success programs are impacting about 5,500 students annually.

UTA offers 380 online courses, 27 degree programs entirely online, and the Division of Enterprise Development (DED), now the Division of Global Education and Extended Studies, serves as the largest OSHA Training Institute Education Center, serving more than 8,000 adult learners/professionals annually.
S: STUDENT SUCCESS
Almost 9,500 students graduated from UTA in 2013-2014, joining the workforce as productive members adding to the economy of the North Texas region and the nation. Put in other terms, about a quarter of our student population graduates every year, adding to the ranks of our distinguished alumni – now numbering over 190,000.

UTA nursing students pass the NCLEX examination at rates higher than the state and national average.

<table>
<thead>
<tr>
<th>Year</th>
<th>Ph.D.</th>
<th>Master's</th>
<th>Bachelor's</th>
</tr>
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<tbody>
<tr>
<td>2008-09</td>
<td>113</td>
<td>1,792</td>
<td>2,975</td>
</tr>
<tr>
<td>2009-10</td>
<td>128</td>
<td>1,865</td>
<td>2,500</td>
</tr>
<tr>
<td>2010-11</td>
<td>127</td>
<td>2,421</td>
<td>3,305</td>
</tr>
<tr>
<td>2011-12</td>
<td>168</td>
<td>3,305</td>
<td>6,736</td>
</tr>
<tr>
<td>2012-13</td>
<td>150</td>
<td>2,975</td>
<td>6,344</td>
</tr>
<tr>
<td>2013-14</td>
<td>225</td>
<td>2,500</td>
<td>4,180</td>
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NCLEX-RN EXAM PASS RATES FOR 2014

<table>
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<tr>
<th>Degree Type</th>
<th>UTA ARLINGTON</th>
<th>NATIONAL AVERAGE</th>
<th>TEXAS AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ph.D.</td>
<td>86.99%</td>
<td>81.74%</td>
<td>81.02%</td>
</tr>
<tr>
<td>Master’s</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor’s</td>
<td></td>
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Researchers at UT Arlington are at the forefront of discovery, working to solve the world’s most urgent challenges and turning ideas into products and systems that benefit society. Their explorations range from battling serious diseases like cancer and diabetes to devising novel methods of ensuring cleaner energy, air, and water. By encouraging an environment of relentless investigation, the University is making major breakthroughs that will drive the Texas economy and offer hope for future generations.

CULTIVATING INNOVATION AND ILLUMINATING DISCOVERIES

Big Data: UT Arlington research looks to unlock connections among social network data

Energy Efficient: Nanotechnology aids in cooling electrons without external sources

Music and Memory: Musicians show advantages in long-term memory, UT Arlington research says

Robots and Humans: Theatre Arts research provides insight into human behavior for scientists, engineers who build social robots

Search for Life: Astrophysicist offers new method for finding regions favorable for life in stellar binary systems

Small Wonder: Technology uses micro-windmills to recharge cellphones

Unlocking Potential: Chemist wins American Chemical Society grant for young scientists

Taking Flight: UT Arlington Research Institute faculty to play key roles in FAA unmanned aircraft systems research
Issues related to dramatic demographic changes, rising costs of higher education and the perceptions of decreasing affordability, increased dependence on technology and the consequent “disruptive” effects, enhanced global competition including from the for-profit sector, and the effects of a growing online knowledge economy all arising at a time of decreasing state support for higher education have brought about the “perfect storm” for academe. There are growing discussions about the failure of public universities to meet their mission of providing access and a meaningful education, and preparing graduates for the workforce. In this environment, UT Arlington aims to be the university of the future, addressing key issues such as affordability and access, degree completion, and career preparation.

RE-ENVISIONING THE UNIVERSITY

Access has a new meaning
- Geographical co-location is not essential
- Information is available on demand
- There is a global market and supply base

Routes to higher education are changing
- Increased role of community colleges
- Pathways with multiple stops
- Increased need for “specialized knowledge”

Changing societal needs
- Digital natives rather than immigrants
- From discovery to implementation
- Growth of population in urban areas
- Rapid changes in “career readiness”
- Balance between work and study

Value of knowledge
- Degrees versus knowledge and competence
- Need for specialized knowledge on demand
- Increased need for lifelong education
- Availability in real time from global sources
- Different cost structure and support needs

In the global knowledge economy, information is everywhere, available 24-7, on demand, often at no cost and without having to change one’s location. Information is no longer a treasure owned by a few and limited in access to those admitted to the academy. Our challenge is in adapting to this world and making knowledge available without constraints of time, place, or location, and enabling information to be replaced by knowledge and education. UT Arlington is already a leader in this field and is poised to be the model for an urban flagship providing access while ensuring excellence, enabling degree-based education while ensuring the availability of “knowledge on demand” and “knowledge in packages” through modules, certificates, and other modalities.
Affordability of education is a responsibility that UT Arlington takes very seriously, and our average cost-to-degree in 2011-12 and 2012-13 was $29,928 and $29,857, respectively, the lowest of any of the UT System academic campuses at only 69 percent of the overall average across campuses. Access, affordability, and excellence drive our progress as we strive to meet the needs not only of the region but the state, nation, and globe leading in innovation, efficiencies and focus – building on our designation as one of only six Next Generation Universities in the nation.

The University of Texas at Arlington is located in the city of Arlington in the center of the thriving Dallas-Fort Worth Metropolitan area. Placed almost equidistant from Dallas and Fort Worth, Arlington is known as a hub for professional sports being the home of the Dallas Cowboys and the Texas Rangers. With a population of just above 7 million, the Metroplex is the fourth largest metropolitan area in the nation with one person being added to North Texas every five minutes.

At its current rate of growth, the metropolitan area will exceed the population required to be called a megacity over the next decade. Unlike a number of other regions in the country, the DFW Metroplex is growing in population, size, and economic wealth and is attracting a significant number of Fortune 500 and 1000 corporations to the region. Its population is young, diverse, and upwardly mobile. Demographics are changing rapidly with an increasing college-going population as well as a growing number of young professionals eager to get advanced degrees and/or continuing professional education. Just over 17 percent of the population is foreign born, providing an extremely cosmopolitan environment to the region. With a young
and upwardly mobile workforce, the area supports one of the most diverse regional economies in the nation with companies involved in logistics and trade, technology including strong representation in engineering, information sciences, and health care, and advanced services ranging from management consulting to business insurers, legal, and financial services. UT Arlington already meets some of the workforce needs of this thriving economy and is poised to meet its growing needs in key areas of strength for the institution. Our research and technology transfer enterprises will be increasingly driven by the needs of the burgeoning economy.

This is the only metropolitan area of its size, economic wealth, and diversity without at least one Tier One university, and our rapid growth in key areas is positioning us well to fill the void over the next few years. **Bold Solutions-Global Impact** charts a path for our accelerated movement toward meeting this need.

In the 21st century, students will need to be prepared to work in a global economy, be multilingual, and have a holistic understanding of international cultures. It will be the responsibility of leading universities such as UT Arlington to ensure that we develop a global citizenry, involved, aware, and connected.

The Dallas-Fort Worth-Arlington area is the fifth largest global exporter in the country with strong trade with countries in Asia, Europe, and South America. The combination of DFW Airport, Love Field, and Alliance creates one of the largest hubs for air travel and movement of goods in the world, forming a global gateway. Situated within 10 minutes of DFW Airport, the fourth busiest airport in the world with seven active runways on an area larger than Manhattan, UT Arlington is strategically placed to play a leading role in the growing internationalization of education. The location provides tremendous opportunities for our students and faculty to travel across the world, creating a global impact through their presence and our partnerships while also providing ease of access for international students and visitors to the University.

UT Arlington is poised to be this global destination and the exporter of knowledge across the globe with thriving partnerships in Asia, Europe, and Central, Latin, and South America. The EMBA program in China, our nursing certificate programs now available in Argentina, Brazil, Chile, Colombia, Costa Rica, Panama, Paraguay, and Peru, our partnerships with educational institutions in Jordan and the United Arab Emirates are just a few examples of the breadth and depth of our reach. Fueled by faculty excellence, a UT Arlington education is increasingly prized across the globe. Such partnerships, enabled by proximity to a global hub – the DFW airport – provide for a true two-way flow of knowledge and people, enhancing global understanding and ensuring that we are the hub and catalyst for a new generation of leaders educated in an environment with knowledge being unconstrained by time, space, and location.

Global transformations have been taking place over the past few decades with migration from rural areas to select urban locales as a growing population searches for economic prosperity and the advantages of a technologically enhanced world. Previously demarcated formal sectors such as towns and cities have grown into metropolitan areas and then megacities as the boundaries between local domains have been erased, forming large urban sectors. New York, Los Angeles, and San Francisco are current examples of megacities in the U.S., and the Dallas-Fort Worth-Arlington area will be in that group within the next decade.

While the migration of the population from the countryside to urban centers is driven by a desire for better opportunities, this wave of change and the pace of urbanization present epic
challenges for cities and metropolitan areas such as Dallas-Fort Worth-Arlington. Currently, the area has a booming and vibrant economy, is recognized as a cultural hub in the Southeast, and boasts a high standard of living and quality of life.

The unprecedented increases in population and changes in demographics that accompany the formation of megacities bring with them significant challenges related to sustainability and infrastructure, including congestion, social inequities, health, and pollution. With increases in population, there is an increased strain on resources and the potential for decreased quality of life. As an urban university, we believe it is our mission to meet these challenges with vision and leadership, ensuring that the Dallas-Fort Worth-Arlington megacity will be one that addresses critical issues before they overwhelm the area, thereby ensuring that the megacity of tomorrow builds on the tremendous successes of today’s metropolitan area.

UT Arlington will continue to re-envision the model for an urban university by redefining boundaries of, and interactions between, education, research and development, technology transfer, and workforce and economic development. We will emphasize quality and impact not only through educational excellence, but also as a center for innovation and creativity and a driver of positive change for the scientific, technological, cultural, and socio-economic prosperity of the community, region, and nation.
STRUCTURE OF THE STRATEGIC PLAN
Developed through extensive discussions within the University and with the constituencies we serve, influenced by our existing strengths, keeping in mind the dramatic changes occurring in higher education, staying focused on our mission, and driven by the strategic opportunities and needs of the local area, the state, and the nation, our strategic plan was developed to ensure Bold Solutions and Global Impact.

It integrates and emphasizes five key areas that we believe are essential to the future of a university of the highest quality in the 21st century:

- Meeting the needs of access and excellence
- Ensuring continued innovations in teaching and learning
- Ensuring a focus on fundamental knowledge through applied and translational research
- Guaranteeing to students impactful experiences, career readiness, and academic leadership
- Serving as an intellectual, cultural, and socio-economic hub and catalyst for the region

As we plan for the University of the future, we envision one that flourishes without silos, that embraces collaboration, and that will serve as the model 21st century urban research university – an urban flagship with a global reach and impact.

**IMPERATIVES FOR OUR FUTURE**

We must think as a University, rather than as individual units.
We must embrace collaboration.
We must think of the future, rather than the past.
We must do what it takes for UTA to be considered
   Among the “best-of-the-best”
   The “go-to” place
   The “thought leader”
   The institution that sets standards for others to follow
We must continue to innovate, be entrepreneurial, flexible, and “forward thinking.”

**We need to think quickly, think new, think big, and believe that the future is NOW.**

The plan is based on four levels of input and assessment and a fifth level that provides the impetus for implementation.

A single focus provides context for engagement and impact.

Four guiding themes provide strategic areas of emphasis that cross disciplinary bounds.

Six guiding aspirations direct our progress.

Six operational priority areas provide broad logistical direction for the University.
To ensure that we continue to emphasize our role as an educational institution with students as our priority, and in keeping with the unique identity of UT Arlington as an institution that has always been at the forefront of innovation and change and one that dares to dream big and do things differently, the strategic plan culminates in eight imperatives that define how we shape our forward progress – our **Maverick Imperatives**.

*Bold Solutions - Global Impact*, as outlined in this document, provides strategic directions, integrating facets and areas of thematic synthesis that will integrate what is done across the University. The plan unites all of us at UT Arlington with renewed passion to meet our mission with a bold vision that will accelerate our forward motion on our journey to pre-eminence. The attainment of “Tier One” metrics is seen as an important step along our journey, but is just that, a step, rather than the ultimate destination. Our ambitions are greater and our focus is on being ranked internationally as one of the “best-of-the-best.” The North Texas region and the state deserve nothing less.

The plan is necessarily a living document, with metrics that will continuously be followed to assess progress and which will drive how resources are allocated on an annual basis. While our forward motion is focused by the aspects laid out in the plan, we will engage in a continuous assessment of the local and global environment to ensure that we modify our approach as needed to enable us to always be ahead of the curve, proactive rather than reactive.
OUR FOCUS
Today’s megacities, and those of tomorrow, pose an unprecedented need for bold solutions on a global scale. The University of Texas at Arlington is uniquely positioned to address the epic challenges that face these swelling urban regions. Pressing issues include improving health care, managing our natural resources, creating more livable communities, and harnessing the proliferation of data.

A singular focus for our strategic plan based on our unique location and our responsibilities as the public university in Tarrant County is enabling a sustainable megacity. The focus is in keeping with our vision of providing bold solutions for global impact.

By leveraging our expertise in these critical areas, The University of Texas at Arlington is poised to help emerging megacities like the Dallas-Fort Worth-Arlington metropolitan area become sustainable economic and cultural centers that raise the prospects for prosperity and sustainability while enhancing the quality of life.

Our goal as a university is to bring to bear the tremendous expertise of our faculty and staff in addressing these critical areas before the Dallas-Fort Worth-Arlington metropolitan area becoming a megacity and, in doing so, to provide solutions for communities around the globe. Through our students, we will provide a highly educated citizenry and workforce that will chart new courses and solve the pressing problems of the world.
STRATEGIC THEMES AND INITIATIVES
UT Arlington is a pre-eminent university for scholarly endeavors and a catalyst for positive change. Based on existing strengths and synergies, we have identified four themes that provide strategic areas of emphasis.

These themes leverage our expertise and present opportunities to impact society in meaningful ways. They are designed to support the activities, plans, and programs throughout our University and enhance how we connect to our regional, national, and international communities. Each theme draws on strengths across the University, cutting across college and departmental boundaries and ensuring that our endeavors are based on a university-wide perspective rather than one of a silo.

New faculty hires will be largely influenced by the theme areas, and hiring will be aimed at building cross-functional strengths. This will aid in breaking down the boundaries between departments and colleges with hiring being done on the basis of need and fit within a theme. A matrix structure will be developed between the provost (aligned with instructional and academic needs) and the vice president for research (aligned with research, economic development, and outreach needs). This will enhance synergies and decrease inefficiencies in the structure while ensuring that tenets of discovery and inquiry become pervasive through the educational experience at the undergraduate and graduate levels.

Theme 1: HEALTH AND THE HUMAN CONDITION

A century ago, the average American lived to be about 55 years old. Today we are likely to approach 80. Unrelenting scientific curiosity and exploration have made this dramatic increase possible and led to life-saving breakthroughs in the diagnosis and treatment of serious diseases and other ailments. Progress that improves our quality of life extends beyond the physical realm. Examination of the arts and humanities helps us understand the nature of the human condition and the broader cultural and social fabric that characterizes our very existence and contributes to our collective well-being.

UT Arlington will focus on health and the human condition from distinct, yet broadly encompassing, vantage points. We will explore health management within physical, mental, emotional, and social contexts. Health innovations will be distinguished by diagnostic, prognostic, and technological advancements that help people live longer, healthier, and happier lives.

KEY INITIATIVES

1. Establish a new College of Nursing and Health Innovation to build on synergies between nursing and kinesiology as a means to enhance programs (PhD in kinesiology, programs in occupational/physiotherapy, etc.) and research in the health sciences. Hire a nationally renowned leader to serve as the founding dean to lead this effort.
2. Develop closer collaborations between UTA and the health sector through joint projects, faculty appointments for qualified professionals from hospitals, and through special health-related internship programs and pre-med specializations.
3. Establish a Center for Engineering in Medicine to enhance translational research as well as formalized interactions between physicians and researchers with faculty.
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 through the development of an MS in health care administration using face-to-face and online delivery options.
6. Enhance the reach and impact of social work programs, including through collaborations between the School of Social Work and the College of Business.

Theme 2: SUSTAINABLE URBAN COMMUNITIES
Developing more sustainable communities is vital to strengthening our economy, enhancing everyday life, and providing a foundation for lasting prosperity. Opportunities abound to make urban regions more livable, including reducing air pollution, preserving ecosystems, and offering a variety of transportation and housing choices.

Today’s urban communities demand better building design, dynamic land-use planning, and improved infrastructure that could save lives and billions of dollars. They also broaden horizons and enlighten minds through an expansive range of cultural, recreational, and educational programs.

UT Arlington will foster sustainable urban communities through a focus on the natural, built, economic, cultural, and social environments. Learning from the past and present to ensure a sustainable future, UT Arlington will understand and interpret demographic change and the broad spectrum of human capital.

KEY INITIATIVES
1. Establish a new college focused as the center for excellence in all aspects of sustainable urban development through the integration of the School of Architecture and the School of Urban and Public Affairs. Hire a nationally renowned leader to serve as the founding dean to lead this effort.
2. Develop a new construction management degree to be offered in both face-to-face and online modalities through collaboration between the new college, the College of Business, and the College of Engineering to meet growing needs in the Metroplex.
3. Develop a new architectural engineering degree to meet critical workforce needs.
4. Establish an Institute for Sustainability that will synergize and enhance research and teaching efforts as well as serve as a resource for the community.
5. Establish a department/school of Resource Engineering emphasizing the continuum from mineralogy to production and distribution, as well as environmental impact and land management, and collaborate with the corporate community on its development.
6. Enhance research, teaching, and outreach in the area of urban communities through integration of efforts of existing centers and through key hires.
Theme 3: GLOBAL ENVIRONMENTAL IMPACT

As concerned citizens of the global community, we must recognize and live within environmental limits. Future generations will survive and thrive only if we maintain the delicate balance of our planet through thoughtful stewardship of its natural resources.

With the world’s population exceeding 7 billion, the need to conserve these essential elements is becoming more and more critical. Becoming more environmentally efficient helps us better manage our shrinking water supply, clean the air we breathe, reduce our carbon footprint, and protect our biodiversity.

UT Arlington will address critical issues that affect our planet, including climate change, energy, water, disasters, and pollution. By analyzing global population dynamics, we will develop an understanding of our world—and solutions for its problems—through avenues ranging from environmental economics to 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 key thrust in water and environmental impact through the establishment of a cross-cutting institute to be led by an internationally recognized expert in the area.
3. Develop strengths in areas related to environmental policy.
4. Develop new programs focused on water resources and conservation, pollution, and disaster mitigation.
5. Establish a department/school of Resource Engineering emphasizing the continuum from mineralogy to production and distribution, as well as environmental impact and land management, and collaborate with the corporate community on its development.
6. Enhance the continuing and professional education efforts anchored by the largest federally funded OSHA education center aimed at environmental effects, regulation, and compliance.

UT Arlington will address critical global challenges, including climate change, pollution, energy consumption, and water conservation.
Theme 4: DATA DRIVEN DISCOVERY FOR KNOWLEDGE ENHANCEMENT

Data fuels important decisions at every level of society. The exponential growth and availability of big data presents numerous challenges and opportunities. It is voluminous, fast, increasingly complex, and comes in a range of formats. If managed effectively, big data can deliver powerful benefits. It can result in more accurate analyses in fields ranging from health care to genomics and business informatics to physics. More accurate analyses lead to more confident decision-making. And better decisions can mean greater operational efficiencies, cost reductions, and reduced risks.

UT Arlington will focus on research that integrates big data from multiple fields and will develop data analytics and science that explore data from a wide variety of sources. We will use data to discover and share new knowledge, as well as enhance current knowledge.

KEY INITIATIVES:

1. Establish a new degree in data analytics in the College of Business to meet workforce needs.
2. Establish a true multidisciplinary degree in “data science” to be offered in face-to-face and online modes.
3. Establish an Institute for the Predictive Performance of Materials and Structures as a national center of excellence to be led by a nationally renowned scientist augmented with a cluster of hires 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 to meet emerging workforce needs of the fourth largest media market in the nation.
6. Develop strengths in data security and resilience through collaborations among the College of Business, College of Engineering, and College of Liberal Arts.
GUIDING ASPIRATIONS
Our Guiding Aspirations are framed by our vision and the commitment to becoming the model 21st century urban research university. UT Arlington 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 the confines of time, space, and location.

Six Guiding Aspirations define the principles we will live by and which will direct our progress over the span of the Strategic Plan. These can be thought of as today’s goals shaped by our vision of the future.

**GA1: TRANSFORM THE STUDENT EXPERIENCE BY ENHANCING ACCESS AND ENSURING STUDENT SUCCESS**

*UT Arlington is committed to enhancing access to unparalleled knowledge and education, while simultaneously ensuring the highest standards of quality. We care about the success of students and will focus on providing a transformational growth experience for them.*

Helping students realize their full potential is a fundamental component of UT Arlington’s mission. It is our responsibility to provide these promising leaders with a supportive environment where they can flourish as scholars and citizens while preparing to become part of the globally competitive workforce that today’s world demands.

Excellence goes hand-in-hand with opportunity. The University aims to ensure that all qualified and motivated students have access to the dynamic educational experiences that exist here. We work to create new learning opportunities for students and increase their ability to acquire greater amounts of expertise in their chosen fields.

**GA2: ENHANCE IMPACTFUL RESEARCH AND SCHOLARSHIP**

*UT Arlington will strengthen applied and translational research and scholarship that is multidisciplinary and trans-disciplinary and that has high impact on society through enhanced development and application of knowledge.*

Research is the engine of progress, breathing life into novel ideas. Through thoughtful, diligent, and collaborative exploration, UT Arlington’s scholars advance humanity and make the world a better place.

We highly value our role in the discovery process. Researchers from all academic disciplines work together to solve urgent challenges and turn ideas into products and systems that benefit society. By continuing to encourage an environment of relentless investigation, we seek major breakthroughs that will drive the economy and offer hope for future generations.
GA3: BUILD ON FACULTY EXCELLENCE TO STRENGTHEN ACADEMIC PROGRAMS

UT Arlington will enhance its academic programs by enabling our talented faculty to achieve higher levels of excellence and by recruiting and retaining outstanding faculty from around the world.

A vibrant, productive, and fully engaged faculty is among the most important assets of every great university—especially one on a mission to become a pre-eminent research institution. Consequently, it is imperative that UT Arlington be able to recruit and retain top-tier professors in all disciplines.

Outstanding academic programs attract such renowned faculty members. Working alongside other accomplished professors, they’re inspired to increase scholarly activity and elevate our academic reputation to new heights. The result: a stronger university that draws high-achieving, highly motivated students intent on earning a college degree.

GA4: STRENGTHEN COLLABORATION WITH CORPORATE AND NONPROFIT SECTORS

UT Arlington embraces its setting in the Dallas-Fort Worth Metroplex and will maximize its geographic, socioeconomic, cultural, and contextual presence as an engaged community partner. We will build mutually beneficial relationships with corporate and nonprofit entities to serve as the intellectual and socioeconomic driver for the burgeoning North Texas region.

The Dallas-Fort Worth Metroplex is among a handful of major metropolitan areas worldwide that dominate both human creativity and planetary economics. In fact, about 20 of the world’s largest and most influential corporations call North Texas home. UT Arlington is strategically positioned in the heart of this the thriving region—the nation’s fourth-largest metropolis—to change the trajectory of thousands of lives each year.

We relish our role as an economic catalyst and influential community ally, fostering collaborations that magnify our focus on developing tangible solutions to real-world challenges. We transfer our insights from the laboratory and classroom directly into the community—to corporations, hospitals, cities, schools, and other high-need, high-impact entities.
Engaging with other cultures and countries challenges our beliefs, expands our thinking, and broadens our worldview.

As marketplaces for ideas, universities provide fertile ground for the creative process that produces new knowledge. The world’s next major discoveries will come only when we’re encouraged to dream big and think differently.

UT Arlington treasures its role as a beacon of innovation. We are dedicated to promoting academic freedom and fostering an environment that rewards curiosity and challenges conventional thought. We believe it’s our obligation to feed the cycle of knowledge and shape minds to develop tomorrow’s inventions.
OPERATIONAL PRIORITIES
Outstanding students, dedicated faculty and staff, and state-of-the-art facilities are among the pillars of all great universities. These vital components combined with a resolute commitment to research, economic development, and lifelong learning comprise UT Arlington’s operational priorities. Examining these building blocks within the context of our Guiding Aspirations will help us chart a course of action and define our future. These Operational Priorities also provide measures for quantitative assessment of progress and a means to track the allocation of resources.

**OP1: UNDERGRADUATE EDUCATION**

UT Arlington is committed to providing unparalleled access and experiences to prepare an increasing number of engaged, innovative, entrepreneurial, and diverse students who are equipped for the workforce and lifelong education.

Our undergraduates are among the country’s brightest and most ambitious scholars. They represent the next generation of architects, business executives, engineers, scientists, teachers, creative professionals, health care providers, and social workers.

The University offers these high-achieving students all the tools they need to succeed, from dedicated professors to award-winning programs to innovative academic experiences. It’s all part of our mission to prepare enterprising thinkers and trailblazers that make positive change happen.

**OP2: GRADUATE EDUCATION**

UT Arlington is committed to educating increasing numbers of diverse graduate students who are well prepared to provide leadership and extend the frontiers of knowledge in their disciplines.

Our outstanding graduate programs shape the next wave of innovators, ensuring that progress never stops. Working side by side with world-renowned faculty, our master’s and doctoral students make critical contributions in all academic fields that lead to a brighter future for all.

By offering state-of-the-art facilities, innovative research opportunities, real-world experience, and insightful instruction, the University aids the development of these highly sought-after scholars and places them on the fast track to career success.
OP3: **PROFESSIONAL/CONTINUING EDUCATION**
UT Arlington is committed to providing exceptional access to continuing and professional education to ensure an informed and engaged global citizenry and to significantly expand the University’s outreach and impact.

We offer education, technical assistance, and support services to public and private organizations regionally, nationally, and internationally. We also serve the training needs of businesses and industry sectors through the design, development, and deployment of instructor-led and Web-based courses in numerous fields.

By taking advantage of the University’s lifelong learning opportunities, businesses gain a competitive edge and individuals receive the tools they need to achieve their professional and personal goals. Meanwhile, UT Arlington continues to make its mark as an agent for progress.

OP4: **RESEARCH AND ECONOMIC DEVELOPMENT**
UT Arlington is committed to substantially enhancing capacity and productivity in research, scholarship, and creative activity to advance knowledge, strengthen education, catalyze economic development, and ensure global competitiveness for the region and state.

We’re focused on answering the big questions confronting society. Some of these problems are best solved by tightly controlled scientific experiments, while others involve careful examination from historical, political, economic, and cultural contexts.

No matter the path to the solutions, UT Arlington’s dedication to discovery fuels the economy and cultivates entrepreneurship. Our expanding instructional and research endeavors serve as an ever-increasing catalyst for individual opportunity and economic and social development.

OP5: **FACULTY AND STAFF**
UT Arlington is committed to becoming a university of choice by attracting, nurturing, and retaining the best faculty and staff who are aligned with our vision and trajectory, committed to leadership and high productivity in a forward-thinking environment, and inspired by aspirations to create a model 21st century urban research university.

Among our greatest strengths are faculty and staff members dedicated to elevating the University to unprecedented levels of excellence. Working at UT Arlington is more than a job for them—it’s a calling to help students fulfill their dreams of earning a college degree and becoming the next generation of leaders.

In addition to their devotion to student success and contributions to the University’s rising arc, our faculty and staff possess finely honed skills that help them excel in their areas of specialty.

OP6: **INFRASTRUCTURE AND RESOURCES**
UT Arlington is committed to dramatically improving its resources through existing and new revenue streams—including increased philanthropy—to ensure that students, faculty, and staff have the best physical infrastructure and the latest technological advancements.

Our state-of-the-art laboratories, classrooms, residence halls, recreational areas, and entertainment venues represent literal signs of growth and provide visual proof of a university steadily rising in national prominence.

Such facilities empower the work of UT Arlington’s faculty, staff and students. They help attract the best and the brightest minds—to discover, teach, learn, live, and play—while nurturing research, academic achievement, and campus life.
When considered together, the Guiding Aspirations and Operational Priorities provide the basis for the development of detailed action plans and strategies that will ensure implementation of the Strategic Plan.

<table>
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<tr>
<th>GUIDING ASPIRATIONS</th>
<th>OPERATIONAL PRIORITIES</th>
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<td></td>
<td>UNDERGRADUATE EDUCATION</td>
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<td>Transform the student experience by enhancing access and ensuring student success</td>
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Details of action plans with targets and metrics can be found on the strategic plan website under:

- **GA1**: [http://www.uta.edu/strategicplan/_downloads/transform-students.pdf](http://www.uta.edu/strategicplan/_downloads/transform-students.pdf)
- **GA2**: [http://www.uta.edu/strategicplan/_downloads/inspired-research.pdf](http://www.uta.edu/strategicplan/_downloads/inspired-research.pdf)
- **GA3**: [http://www.uta.edu/strategicplan/_downloads/faculty-excellence.pdf](http://www.uta.edu/strategicplan/_downloads/faculty-excellence.pdf)
- **GA4**: [http://www.uta.edu/strategicplan/_downloads/leverage-location.pdf](http://www.uta.edu/strategicplan/_downloads/leverage-location.pdf)
- **GA5**: [http://www.uta.edu/strategicplan/_downloads/visibility-impact.pdf](http://www.uta.edu/strategicplan/_downloads/visibility-impact.pdf)
The Maverick Imperatives link our Guiding Aspirations to the Operational Priorities and reflect how we shape our plan through imperatives that represent us and delineate strategies for our success. Individual charts, such as the one below, provide strategies and targets for each unit at the University.

<table>
<thead>
<tr>
<th>Guiding Aspirations*</th>
<th>The Maverick Imperatives</th>
<th>What Mavericks Do</th>
<th>Operational Priorities</th>
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<tbody>
<tr>
<td>Today’s goals as shaped by our vision of the future</td>
<td>How we shape our plans</td>
<td>Strategies for Success <em>(Sample)</em></td>
<td>(see key below)</td>
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<tr>
<td>1. 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>
<td>UG, GR, FS</td>
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<tr>
<td>2. Enhance impactful research and scholarship.</td>
<td>2. Be empowering: Create lifelong educational paths.</td>
<td>-Showcase student work more often &amp; effectively</td>
<td>UG, GR, IR</td>
</tr>
<tr>
<td>3. Build on faculty excellence to strengthen academic programs.</td>
<td>3. Be responsible: Ensure student success.</td>
<td>-Increase grad programs in high-demand areas</td>
<td>FS, RED, IR</td>
</tr>
<tr>
<td>4. Strengthen collaboration with corporate and nonprofit sectors.</td>
<td>4. Be wise: Cultivate faculty and staff.</td>
<td>-Increase continuing/professional education options</td>
<td>CPE, IR, FS</td>
</tr>
<tr>
<td>5. Enhance visibility and impact through global engagement.</td>
<td>5. Be pioneering: Transform research capabilities.</td>
<td>-Innovate &amp; coordinate support services</td>
<td>UG, GR, IR</td>
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<tr>
<td>6. Lead in creativity, innovation and entrepreneurship.</td>
<td>6. Be ambitious: Serve the community near &amp; far.</td>
<td>-Further engage students in campus life</td>
<td>UG, GR, IR</td>
</tr>
<tr>
<td>7.</td>
<td>7. Be daring: Reimagine institutional infrastructure.</td>
<td>-Support academic success in foundation courses</td>
<td>UG, FS, IR</td>
</tr>
<tr>
<td>8.</td>
<td>8. Be creative: Be THE innovation destination.</td>
<td>-Support high-impact scholarship</td>
<td>FS, RED, IR</td>
</tr>
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*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)
MI1. **BE PROGRESSIVE: EDUCATE BEYOND THE CLASSROOM**

UT Arlington embraces a hands-on approach to learning that makes students an active partner in discovery. By emphasizing outside-the-classroom experiences such as research opportunities, internships, clinical placements, and service-learning endeavors, we progressively prepare our students to succeed in their chosen fields.

**STRATEGIES:**

1.1 Increase experiential learning through internships, service learning, and undergraduate research. (Guiding Aspiration I: Transform Student Experience and Guiding Aspiration IV: Collaborations)
1.2 Expand efforts to create a more engaged and involved sense of community both inside and outside the classroom. (Guiding Aspiration I: Transform Student Experience)
1.3 Increase funding and opportunities for student participation in research, scholarship, and creative activity. (Guiding Aspiration II: Enhance Research)
1.4 Provide opportunities and resources for students to study abroad and to complete fieldwork internationally. (Guiding Aspiration V: Global Engagement)
1.5 Foster relationships and networking opportunities between students, faculty, and staff, and community entrepreneurs and industry leaders. (Guiding Aspiration VI: Innovation, Entrepreneurship, Creativity)

MI2. **BE EMPOWERING: CREATE LIFELONG EDUCATIONAL PATHS**

To ensure an informed and engaged global citizenry, UT Arlington offers lifelong learning opportunities to help individuals achieve their personal and professional goals. We provide broad access to innovative educational programs so that no matter where learners are in their educational journey, they are empowered to keep pace with a rapidly changing world.

**STRATEGIES**

2.1 Increase the number of programs (degrees, certificates, etc.) in high-demand areas. (Guiding Aspiration I: Transform Student Experience)
2.2 Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners both regionally and globally. (Guiding Aspiration IV: Collaborations)
2.3 Provide on-site and online courses and continuing education for the global community. (Guiding Aspiration V: Global Engagement)
2.4 Develop and host on-site/virtual conferences on topics of interest to external audiences. (Guiding Aspiration V: Global Engagement)
2.5 Create a community of entrepreneurs by providing opportunities for training. (Guiding Aspiration VI: Innovation, Entrepreneurship, Creativity)
2.6 Prepare graduates with the skills and vision to adapt to and excel in a changing world. (Guiding Aspiration I: Transform Student Experience)
MI3. **BE RESPONSIBLE: ENSURE STUDENT SUCCESS**

UT Arlington is committed to helping students achieve their full potential. We are responsible for providing these promising leaders with a supportive environment where they can flourish as scholars and citizens while preparing to become part of an increasingly global and competitive workforce.

**STRATEGIES**

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

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

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

3.4 Create learning communities tailored to the needs of diverse student populations. (Guiding Aspiration I: Transform Student Experience)

3.5 Provide innovative and technology-rich instruction to support success in early courses. (Guiding Aspiration 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 under-represented groups. (Guiding Aspiration III: Faculty Excellence)

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

3.8 Assure college preparedness of incoming classes. (Guiding Aspiration I: Transform Student Experience)

MI4. **BE WISE: CULTIVATE FACULTY AND STAFF**

UT Arlington is dedicated to attracting, nurturing, and retaining world-class faculty and staff who are aligned with our vision of becoming the model 21st century urban research university. Such talented educators create a top-tier institution that draws high-achieving, highly motivated students intent on earning a college degree.

**STRATEGIES**

4.1 Support faculty, staff, and students at each point in their career path to help them establish a sustained lifelong program of intellectual growth, professional development, and personal fulfillment. (Guiding Aspiration I: Transform Student Experience; Guiding Aspiration II: Enhance Research; Guiding Aspiration III: 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. (Guiding Aspiration III: Faculty Excellence)

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

4.4 Increase faculty research expenditures. (Guiding Aspiration III: 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. (Guiding Aspiration III: Faculty Excellence)
4.6 Provide appropriate institutional support to raise the faculty’s reputation by supporting efforts to earn external recognition for outstanding achievement. (Guiding Aspiration III: Faculty Excellence)

4.7 Deploy strategies for recruiting and retaining highly talented faculty and professional staff. (Guiding Aspiration III: Faculty Excellence) [extended to include staff]

MI5. BE PIONEERING: TRANSFORM RESEARCH CAPABILITIES

UT Arlington values its role in the discovery process. Our researchers enhance lives and make the world a better place through thoughtful, diligent, and collaborative exploration. Within an environment of pioneering investigation, we seek breakthroughs that will drive the economy and offer hope for generations beyond our own.

STRATEGIES

5.1 Expand and enhance existing research, scholarship, and creative capability on campus. (Guiding Aspiration II: Enhance Research)

5.2 Grow and diversify extramural funding. (Guiding Aspiration II: Enhance Research)

5.3 Create and support opportunities for faculty company spinoffs. (Guiding Aspiration II: Enhance Research)

5.4 Increase research, scholarship, and creative collaboration with for-profit and nonprofit organizations in North Texas. (Guiding Aspiration IV: Collaborations)

5.5 Partner with global corporations that have Texas connections to collaborate on research. (Guiding Aspiration V: Global Engagement)

5.6 Increase funding and opportunities for student research participation in research, scholarship, and creative activity. (Guiding Aspiration II: Enhance Research)

5.7 Increase the integration of faculty research and creative works into the scholarly output of their peers and students. (Guiding Aspiration VI: Innovation, Entrepreneurship, Creativity)

MI6. BE AMBITIOUS: SERVE THE COMMUNITY NEAR AND FAR

UT Arlington treasures the responsibility of creating innovative partnerships that spawn fresh approaches to community engagement. To ensure success in the 21st century, we must continue to ambitiously expand our influence locally and globally. By doing so, we become an integral societal partner and a valuable resource for our neighbors near and far.

6.1 Increase coordinated efforts to link existing programs to public, corporate, and nonprofit entities. (Guiding Aspiration IV: Collaborations)

6.2 Develop new study abroad programs that address the needs and desires of lifelong learners. (Guiding Aspiration III: Faculty Excellence)

6.3 Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners both regionally and globally. (Guiding Aspiration IV: Collaborations)

6.4 Increase and recognize participation in community organizations and decision-making bodies. (Guiding Aspiration IV: Collaborations)
6.5  Incentivize efforts to bring community experts into the University environment. (Guiding Aspiration IV: Collaborations)

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

6.7  Provide on-site and online courses and professional education for the global community. (Guiding Aspiration V: Global Engagement)

MI7.  **BE DARING: REIMAGINE INSTITUTIONAL INFRASTRUCTURE**

To empower the work of faculty, staff, and students, UT Arlington is committed to providing the best physical infrastructure and the latest technological advancements. Such dramatically improved resources help attract the best and the brightest minds while advancing research, academic achievement, and campus life.

7.1  Build state-of-the-art research and scholarship facilities on campus. (Guiding Aspiration II: Enhance Research)

7.2  Optimize administrative processes by developing and sharing best practices. (Guiding Aspiration II: Enhance Research)

7.3  Transform classroom and residence hall spaces to enhance collaboration. (Guiding Aspiration I: 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. (Guiding Aspiration IV: Collaborations)

7.5  Increase access to space and technologies used for creation and prototyping. (Guiding Aspiration VI: Innovation, Entrepreneurship, Creativity)

7.6  Build an executive education and conference center to draw academic, professional, and cultural events to the campus. (Guiding Aspiration IV: Collaborations and Guiding Aspiration V: Global Engagement)

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

7.8  Lead efforts to better connect the University to the surrounding community through bike lanes and mass transit. (Guiding Aspiration V: Global Engagement)

MI8.  **BE CREATIVE: BE THE INNOVATION DESTINATION**

This over-arching Maverick Imperative embodies all aspects of UT Arlington. As a beacon of innovation, we are the go-to institution for thought leadership and pioneering advancement. We provide fertile ground for the creative process that produces new knowledge and powers progress. By fostering an environment that rewards curiosity and challenges conventional thought, we devise novel ways to deliver instruction while shaping the minds that will develop tomorrow’s life-changing inventions.
KEY INDICATORS
Progress in achieving our vision and toward the goals of the Strategic Plan will be measured both qualitatively and quantitatively. Each metric will have targets for annual progress toward the end goal at 2020 and will be annually benchmarked against past performance as well as performance of a selected set of peer and aspirant institutions.

THE METRICS INCLUDE THE FOLLOWING:

1. Overall student population
   a. THECB number
   b. Total number (includes online non-resident student population)
   c. Number of undergraduate, master’s, and doctoral students

2. Incoming undergraduate student population
   a. Number of first time, full-time freshmen
   b. Number of transfer students
   c. Percent of freshman class in the top 25% of high school class
   d. Average SAT (or ACT equivalent) score of first-time entering students

3. Undergraduate progression and graduation rates
   a. Freshman retention rate
   b. 4-year graduation rate
   c. 6-year graduation rate
   d. Degree production ratio

4. Degrees awarded
   a. Number of bachelor’s degrees
   b. Number of master’s degrees
   c. Number of PhD degrees
   d. Number of DNP degrees

5. Doctoral students
   a. Number of students enrolled
   b. Number of PhDs awarded
   c. Average time to degree in business, engineering, and science disciplines

6. Student diversity
   a. Enrollment by diversity
   b. National ranking for diversity

7. Online education
   a. Number of unique online course offered annually
   b. Number of fully online degrees
   c. Number of fully online certificates
   d. Number of students enrolled in online courses
   e. Number of students enrolled only as online students

8. Professional and Continuing Education
   a. Number of unique individuals served annually
   b. Number of certificates awarded

9. Research expenditures
   a. Total research expenditures
   b. Restricted research expenditures
   c. Federal research expenditures
   d. Corporate research expenditures
c. Research expenditures per tenure track/tenured faculty member
f. Research expenditures per tenure track/tenured faculty member in engineering and science disciplines

10. Commercialization
   a. Number of patents awarded
   b. Amount of IP-related income
   c. Number of university-related startups

11. Program rankings
   a. *U.S. News & World Report*
   b. Others based on field/discipline

12. Faculty excellence
   a. Number of members in the IOM/NAE/NAS
   b. Number of members in the NAI
   c. Number of CAREER award winners
   d. Number of awardees in NRUF excellence categories

13. Philanthropy
   a. Endowment assets
   b. Number of endowed faculty fellows, chairs, and professorships
   c. Annual giving
   d. Alumni engagement in giving (%)

In addition, a number of metrics based on targets set under the Maverick Imperatives also will be assessed.

Targets for 2020 under key metrics are given below:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2020</th>
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</thead>
<tbody>
<tr>
<td>Enrollment (THECB*)</td>
<td>33,278</td>
<td>34,899</td>
<td>&gt; 43,000</td>
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<tr>
<td>Freshman retention rate</td>
<td>75%</td>
<td>&gt; 90%</td>
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</tr>
<tr>
<td>6-year graduation rate</td>
<td>44%</td>
<td>&gt; 60%</td>
<td></td>
</tr>
<tr>
<td>Endowment</td>
<td>$101.7 M</td>
<td>$117.8 M</td>
<td>&gt; $500 M</td>
</tr>
<tr>
<td>Research expenditures</td>
<td>$77.7 M</td>
<td>$25.8M in Aug-Sept*</td>
<td>&gt; $150 M</td>
</tr>
<tr>
<td>Ph.D.s awarded</td>
<td>150</td>
<td>225</td>
<td>&gt; 250</td>
</tr>
<tr>
<td><em>U.S. News &amp; World Report</em> Ranking</td>
<td>N/R</td>
<td>N/R</td>
<td>Top 150</td>
</tr>
<tr>
<td><em>U.S. News &amp; World Report</em> Eng Ranking</td>
<td>N/R</td>
<td>100</td>
<td>Top 75</td>
</tr>
<tr>
<td>Professional and continuing education</td>
<td>22,000</td>
<td>22,000</td>
<td>&gt; 45,000</td>
</tr>
<tr>
<td>Tenure stream faculty FTE</td>
<td>610</td>
<td></td>
<td>&gt; 1500</td>
</tr>
<tr>
<td>Non-tenure stream faculty FTE</td>
<td>578</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX:
The Planning Process
Work on the Strategic Plan began in June 2012 soon after the arrival of Dr. Karbhari as the eighth president of The University of Texas at Arlington.

Initial development of the plan included meetings among the executive leadership, meetings with academic deans to develop the focus, themes, guiding aspirations, and key indicators, meetings between the provost and academic leadership, and planning at the college level led by each dean involving department chairs and faculty. In addition, the president hosted breakfast meetings with faculty and lunch meetings with staff to gain insight, learn about their thoughts and ideas, and gain from their perspectives. These will continue on an indefinite basis. Two meetings also were held in November 2012 and June 2013 with the University Advisory Council, which included members of the community, alumni, and corporate leaders. Numerous other meetings were held with individuals and sub-sets of this group, as well as with others not on the Advisory Council.

Input also was received through discussions with the mayor of Arlington, a presentation to the City Council at its annual retreat in 2013, a presentation to the City Managers Executive Team, and presentations to the Arlington Chamber of Commerce, the Chamber Executive Committee and Board and Chamber Foundation, and the Downtown Arlington Management Corporation. Additionally, extensive discussions were held with members of chambers and various Dallas-Fort Worth-Arlington community leaders.

Guiding Aspirations, Operational Priorities, Maverick Imperatives, and detailed action plans including strategies and tactics were developed by groups of faculty and staff. These were discussed at a number of meetings involving members of all groups and other attendees after which group leaders finalized the input working through the summer and fall of 2014.

Input from faculty, staff, students, and alumni was gathered throughout the process through a specific website developed for this purpose initially under the heading of “Forward Thinking” and then as “Bold Solutions-Global Impact.” Drafts of the plan also were shared at planning meetings and with the Advisory Council.

All documentation related to the planning process, including working documents, are made available and continuously updated on the UTA Strategic Planning website. (http://www.uta.edu/strategicplan/index.php)
APPENDIX:
KEY PARTICIPANTS
COMMITTEE MEMBERS FOR GUIDING ASPIRATIONS

GA1: TRANSFORM THE STUDENT EXPERIENCE BY ENHANCING ACCESS AND ENSURING STUDENT SUCCESS

DEANS
Jeanne Gerlach, College of Education
Pamela Jansma, College of Science

CHAIRS
Ashley Purgason, Assistant Dean, College of Science
Kim van Noort, Associate Vice Provost for Undergraduate Studies and Director of University College

MEMBERS
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Barbara Becker, Dean, School of Urban and Public Affairs
Beverly Black, Professor of Social Work
Rebecca Boles, Assistant Dean, School of Architecture
Suzanne Bye, Associate Librarian
Candice Calhoun-Butts, Assistant Director, College of Nursing
Stefan Dancila, Associate Professor of Mechanical and Aerospace Engineering
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Jennifer Fox, Assistant Director, University Events
Elizabeth Hannabas, Assistant Director, University College
Holly Hungerford-Kresser, Assistant Professor of Curriculum and Instruction
Theresa Jorgensen, Assistant Professor of Mathematics
Mary Jo Lyons, Department Head, User Engagement and Services, Libraries
Lisa Nagy, Interim Vice President for Student Affairs
Lynn Peterson, Associate Dean, College of Engineering
Pete Smith, Vice Provost for Digital Teaching and Learning
Alexa Smith-Osborne, Associate Professor of Social Work
Catherine Unite, Director, University College Learning Center

GA 2: ENHANCE IMPACTFUL RESEARCH AND SCHOLARSHIP

DEAN
Khosrow Behbehani, College of Engineering

CHAIR
Pranesh Aswath, Associate Dean, College of Engineering

MEMBERS
Mindi Anderson, Assistant Professor of Nursing
Jim Grover, Interim Dean, College of Science
Taner Ozdil, Associate Professor of Architecture
Vijayan Pillai, Professor of Social Work
Jim Quick, Professor of Management
GA 3: BUILD ON FACULTY EXCELLENCE TO STRENGTHEN ACADEMIC PROGRAMS

DEAN
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CHAIR
David Silva, Vice Provost for Faculty Affairs

MEMBERS
Carrie Aushrooms, Associate Dean, College of Education
Sia Ardekani, Professor of Civil Engineering
Elisabeth Cawthron, Associate Professor of History
Doug Klahr, Associate Professor of Architecture
Bruce Krajewski, Chair, Department of English
Chris Ray, Associate Dean, College of Education

GA 4: STRENGTHEN COLLABORATION WITH CORPORATE AND NON-PROFIT SECTORS

DEANS
Rachel Croson, College of Business
Don Gatzeke, School of Architecture
Scott Ryan, School of Social Work

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John Bricout, Associate Dean, School of Social Work

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Suzanne Byke, Associate University Librarian
Miriam Byrd, Associate Professor of Philosophy
David Coursey, Associate Professor, School of Urban and Public Affairs
Jennifer Falco, Graduate Research Assistant, School of Social Work
Casey Gonzales, Director, Parent & Family Center and Multicultural Outreach, Assistant Dean of Students
David Gray, Associate Dean, College of Business
Tim Henry, Lecturer in Biology
Kathryn Holliday, Assistant Professor of Architecture
Raymond (Joe) Jackson, Associate Dean, Office of Graduate Studies
Mark Lamster, Lecturer in Architecture
Robert Magnusson, Professor of Electrical Engineering
Charla Markham Shaw, Chair and Associate Professor, Department of Communication
Anand Puppala, Associate Dean for Research and Professor of Civil Engineering
Krishnan Rajeshwar, Professor of Chemistry and Biochemistry
Les Riding-In, Assistant Dean, College of Liberal Arts
Alejandro Rodriguez, Associate Professor, School of Urban and Public Affairs
Christy Spivey, Assistant Professor of Economics
Allan Saxe, Associate Professor of Political Science
Pat Taylor, Associate Professor of Architecture
Cynthia Trowbridge, Assistant Professor of Kinesiology
Ken Williford, Chair, Department of Philosophy and Humanities
Bijan Youssefzadeh, Associate Professor of Architecture

GA 5: ENHANCE VISIBILITY AND IMPACT THROUGH GLOBAL ENGAGEMENT

DEAN AND CHAIR
Jennifer Gray, College of Nursing

MEMBERS
Jonathan Bredow, Chair, Department of Electrical Engineering
Jay Horn, Executive Director, Office of International Education
Fernando Jaramillo, Chair, Department of Marketing
Karl Petruso, Dean, Honors College
Jamie Rogers, Professor of Industrial, Manufacturing, and Systems Engineering
Luis Rosado, Director of Bilingual Education
Marc Schwartz, Director, Southwest Center for Mind, Brain and Education
Jiyoon Yoon, Associate Professor of Curriculum and Instruction

GA 6: LEAD IN CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP

DEAN AND CHAIR
Rebecca Bichel, UT Arlington Libraries

MEMBERS
Erian Armanios, Chair, Department of Mechanical and Aerospace Engineering
Robert Hower, Chair, Department of Art and Art History
Jeff McGee, Associate Professor of Management
Brad Bell, Assistant Professor of Architecture

In addition to the committee members listed above, the following UT Arlington administrators, faculty, and staff have been active participants in the strategic planning process.

EXECUTIVE LEADERSHIP
Vistasp Karbhari, President
Ronald Elsenbaumer, Provost and Vice President for Academic Affairs
Carolyn Cason, Vice President for Research
Kelly Davis, Vice President for Business Affairs and Controller
Jean Hood, Vice President for Human Resources

FACULTY AND STAFF
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Krystal Beamon, Assistant Professor of Sociology
Shelby Boseman, University Attorney
Bill Carroll, Professor of Computer Science and Engineering
Dan Cavanagh, Associate Professor of Music
Minerva Cordero, Professor of Mathematics
Kathryn Daniel, Assistant Professor of Nursing
Jaya Davis, Assistant Professor of Criminology and Criminal Justice
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Tom Ingram, Associate Professor of Communication
Samir Iqbal, Associate Professor of Electrical Engineering
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Jingguo Wang, Associate Professor of Information Systems and Operations Management
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Mike West, Executive Director, Fort Worth Center

**COMMITTEE MEMBERS FOR OPERATIONAL PRIORITIES**

**OP1: UNDERGRADUATE EDUCATION**
Kimberly van Noort (Co-Chair), Associate Vice Provost for Undergraduate Studies and Director of University College
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Barbara Becker, Dean, School of Urban and Public Affairs
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Suzanne Byte, Associate Librarian
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D. Stefan Dancila, Associate Professor of Mechanical and Aerospace Engineering
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Kathryn Pole, Assistant Professor of Curriculum and Instruction

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David Silva, Vice Provost for Faculty Affairs

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Mustaque Ahmed
Frank Alexander
Marvin Applewhite
Randy Best
Keith Crandell
Jim Crites
Linda Dipert
Harry Dombroski
Bob Estrada
Mike Farhat
Shirlee Gandy
Mike Greene
Jim Greer
John Harvison
Ralph Hawkins
Igf Leuschel
Chris Mazzini
Bob Mitchell
David Munson
Raj Nooyi
Alan Petsche
Safi Qureshey
Maxwell Scarlett
Jeff Smith
Vicky Teherani
Bob Utley
Kelcy Warren
Wayne Watts

ATTENDEES AT ADVISORY COUNCIL MEETING (JUNE 2014)
Frank Alexander
Shahrzad Amirani
Marvin Applewhite
Terry Bertrand
Randy Best
Tom Cravens
Shirlee Gandy
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Mike Greene
Scott Greene
James Alan Greer
James King
Jeff Leuschel
Bob Mitchell
David Munson
Alan Petsche
Randal Rose
Tony Rutigliano
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Vicky Teherani
Jerry Thomas
Bob Utley
Glen Whitley
Trey Yelverton