A Strategic Plan for UT Arlington’s Future
Location and History

- 25 years ago:
  - Arlington: 250,000
  - UTA: 18,000

- 2012:
  - Arlington: >370,000
  - UTA: >67,000 (incl. DED)
Destinations of Choice – A City
And A University

- 4,800 employees
- 180 degree programs
- 10,500 beds on or around campus
- $13.6 Billion economic impact annually
An Intellectual, Economic & Cultural Hub
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

New Incoming Students
By Mode of Entry, Fall 2013

- 60% First-time Freshmen, 2,677
- 40% Transfers, 3,936

Unduplicated Student Headcount

<table>
<thead>
<tr>
<th></th>
<th>2002-03</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Ed. Online Only On-campus</td>
<td>29,770</td>
<td>32,600</td>
</tr>
<tr>
<td>5,652</td>
<td>13,205</td>
<td></td>
</tr>
<tr>
<td>36,422</td>
<td>67,805</td>
<td></td>
</tr>
<tr>
<td>1,000</td>
<td>1,000</td>
<td></td>
</tr>
</tbody>
</table>

First-time Freshmen, 2,677
Transfers, 3,936
Student Headcount by College/School

Fall 2013

Overall
77% Undergraduate
20% Master’s
3% Doctoral
The Future

We need to radically rethink how access, excellence, and impact are brought together at UT Arlington

- Providing global access
- Meeting challenges of competitiveness
- Addressing issues of decreased state funding and sustainability through efficiencies
- Ensuring innovation rather than replication
- Maximizing the societal impact of our research
- Developing new industries and catalyzing the economy
- Ensuring vitality and growth of the arts and creativity
- Embracing change and functioning like a business
- Keeping pace with a rapidly changing world
Challenges and Opportunities

- Enrollment growth
  - Need to meet “Closing the Gap” targets
  - Opportunity to meet workforce demand
- Increase faculty numbers
- Enhance synergies between academic units and re-envision roles
- Enhance engagement with the community
- Enhance student support and success
- Increase research expenditures
  - National Research University Fund / Tier One targets
  - Source of revenue, including for graduate student education
- Meet online / global demand for “knowledge” and “competency” based progression
  - Re-envision role of Professional and Continuing Education
  - Increase global presence
- Increase overall efficiencies in academic and non-academic units
Impact of Research Universities

Catalyst for local and regional economy

- MA Route 128: MIT, Harvard, Tufts, Boston U
- Silicon Valley: UCB, Stanford
- I40 Corridor: UCF, USF
- Research Triangle: Duke, NCSU, UNC
- San Diego: UCSD

Tremendous, long-term economic impact

- In 2012, 156 active companies had been founded by alumni, staff, and faculty of UCSD, generating $15.3B in annual sales and providing jobs for 18,400 employees
- Companies formed by entrepreneurs from Stanford and MIT are estimated to generate worldwide annual revenues of $2.7 trillion and $2 trillion, respectively
Impact of a Tier One Research University

Fuels economic growth

- Creates a highly skilled workforce
- Partnerships developed between the university and corporate entities catalyze economic development through technology commercialization, spin-offs, and new job creation
- Attracts industry and entrepreneurs
- Adds economic wealth to the region (direct and indirect)

Enhances reputation and international visibility

- Tangible effects to the community, local region, and state
- Further attracts young professionals, corporate sector, and venture capital

Helps to attract and retain top talent

- In the community
- Tremendous effect on recruitment of industry from other areas
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 of the past.

- We must do what it would take for UTA to be considered as
  - 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 quick, think new, think big, and believe that the future is NOW.
A Future Built on IDEAS
A Future Built on IDEAS

I: **Innovation** in delivery of education – Nursing, LINK Lab. Impactful research – 8 members in the National Academy of Inventors.

Online Nursing Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>9,017</td>
</tr>
<tr>
<td>2012-2013</td>
<td>10,490</td>
</tr>
<tr>
<td>2013-2014</td>
<td>12,388</td>
</tr>
</tbody>
</table>

SMART Hospital

George Siemens

NATIONAL ACADEMY OF INVENTORS

UNIVERSITY OF TEXAS ARLINGTON
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 2013

- White: 40%
- Hispanic: 22%
- African-American: 14%
- Asian: 10%
- International: 9%
- Multiracial: 2%
- Other: 2%
E: Excellence – Highest degree production ratio of all UT campuses. Asia Executive MBA is one of the largest and most reputed. Renowned faculty: 1 NAE, 1 NAS, 8 NAI, fellows and awards. Nationally ranked programs.
A Future Built on IDEAS

A: **Access** – 7th fastest growing public research institution – CHE

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 federal OSHA education center

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New Incoming Students
By Mode of Entry, Fall 2013

- **First-time Freshmen, 2,677**
- **Transfers, 3,936**

60% 40%
A Future Built on IDEAS

S: Students – Committed to student success.
College of Nursing has NCLEX results higher than TX & national average
University College, FIGs, FYE Course (MAVS 1000)

Degrees Awarded

- Ph.D.: 113, 128, 127, 168, 150
- Master's: 4,002, 4,180, 5,109, 5,781, 6,345
- Bachelor's: 1,792, 1,865, 2,421, 3,305, 2,971
Envisioning the Future of UT Arlington

- Access and excellence
- Innovations in teaching and learning
- Fundamental through applied and translational research
- Focused on impactful experiences
- Intellectual, cultural socio-economic hub & catalyst

The Model 21st Century Urban Research University
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.
Our Location

- We are located in the middle of the fourth-largest metropolitan area in the United States

<table>
<thead>
<tr>
<th>Metropolitan Statistical Area (MSA)</th>
<th>2012 Population</th>
<th>2000-12 Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York – Newark – Jersey City, NY-NJ-PA</td>
<td>19,831,858</td>
<td>8.2%</td>
</tr>
<tr>
<td>Los Angeles – Long Beach – Anaheim, CA</td>
<td>13,052,921</td>
<td>5.6%</td>
</tr>
<tr>
<td>Chicago – Naperville – Elgin, IL-IN-WI</td>
<td>9,522,434</td>
<td>4.7%</td>
</tr>
<tr>
<td><strong>Dallas – Fort Worth – Arlington, TX</strong></td>
<td><strong>6,700,991</strong></td>
<td><strong>29.8%</strong></td>
</tr>
<tr>
<td>Houston – The Woodlands – Sugar Land, TX</td>
<td>6,177,035</td>
<td>31.0%</td>
</tr>
<tr>
<td>Philadelphia – Camden – Wilmington, PA-NJ-DE-MD</td>
<td>6,018,800</td>
<td>5.8%</td>
</tr>
<tr>
<td>Washington – Arlington – Alexandria, DC-VA-MD-WV</td>
<td>5,860,342</td>
<td>22.2%</td>
</tr>
<tr>
<td>Miami – Fort Lauderdale – Palm Beach, FL</td>
<td>5,762,717</td>
<td>15.1%</td>
</tr>
<tr>
<td>Atlanta – Sandy Springs – Marietta, GA</td>
<td>5,457,831</td>
<td>28.5%</td>
</tr>
<tr>
<td>Boston – Cambridge – Quincy, MA-NH</td>
<td>4,640,802</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

March 15, 2013
Population Estimate: **6,810,913**
North Texas Commission

Population is expected to exceed **10,500,000** before 2030

- Data from DRC 2014 Economic Development Guide
### Our Metroplex Location

- We are located in the middle of the fourth-largest metropolitan area in the United States
- The population is young, diverse, international, and upwardly mobile

#### AGE

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19 Years</td>
<td>30.4%</td>
</tr>
<tr>
<td>20-34 Years</td>
<td>21.7%</td>
</tr>
<tr>
<td>35-54 Years</td>
<td>29.1%</td>
</tr>
<tr>
<td>55-74 Years</td>
<td>15.1%</td>
</tr>
<tr>
<td>75+ Years</td>
<td>3.7%</td>
</tr>
<tr>
<td>Median Age</td>
<td>33.6</td>
</tr>
</tbody>
</table>

#### FOREIGN-BORN

- Foreign-born population: 17.4%

- **World region of birth of foreign-born**
  - Europe: 4.7%
  - Asia: 24.3%
  - Africa: 5.5%
  - Oceania: 0.3%
  - Latin America: 64.1%
  - North America: 1.1%

#### RACE / ETHNICITY

- White: 50.2%
- Hispanic: 27.5%
- Black or African-American: 14.7%
- Asian: 5.4%
- Other: 2.2%

#### LABOR FORCE

- **Occupations**
  - Management, professional, and related: 37.0%
  - Service: 15.4%
  - Sales and office: 26.4%
  - Construction, extraction, maintenance and repair: 9.7%
  - Production, transportation, and material moving: 11.6%

*Data from DRC 2014 Economic Development Guide*
Access to a Major Hub

- DFW Airport is the fourth-busiest airport in the world with an area larger than Manhattan.
- DFW Airport is the highest-capacity commercial airport in the world with seven runways.
- DFW Airport serves 148 domestic and 59 international destinations.
- Combined activity at DFW Airport, Love Field, and Alliance positions the Metroplex as having one of the world’s highest capacities.
## Access to a Major Hub

- The Metroplex is the fifth-largest global exporter in the nation

### U.S. Metropolitan Areas Ranked by Exports, 2008 (includes domestic goods and private services)

<table>
<thead>
<tr>
<th>RANK</th>
<th>METRO AREA</th>
<th>EXPORTS (IN BILLIONS)</th>
<th>EXPORTS AS SHARE OF TOP 100 METRO TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Los Angeles-Long Beach-Santa Ana</td>
<td>$93.87</td>
<td>7.6%</td>
</tr>
<tr>
<td>2</td>
<td>New York-Northern New Jersey-Long Island</td>
<td>$88.56</td>
<td>8.2%</td>
</tr>
<tr>
<td>3</td>
<td>Houston-Sugar Land-Baytown</td>
<td>$77.77</td>
<td>5.0%</td>
</tr>
<tr>
<td>4</td>
<td>Chicago-Naperville-Joliet</td>
<td>$66.22</td>
<td>5.1%</td>
</tr>
<tr>
<td>5</td>
<td>Dallas-Fort Worth-Arlington</td>
<td>$54.24</td>
<td>4.3%</td>
</tr>
<tr>
<td>6</td>
<td>Seattle-Tacoma-Butleveue, WA</td>
<td>$47.10</td>
<td>2.6%</td>
</tr>
<tr>
<td>7</td>
<td>San Francisco-Oakland-Fremont</td>
<td>$38.05</td>
<td>3.0%</td>
</tr>
<tr>
<td>8</td>
<td>Detroit-Warren-Livonia</td>
<td>$38.00</td>
<td>2.6%</td>
</tr>
<tr>
<td>9</td>
<td>Boston-Cambridge-Quincy</td>
<td>$37.21</td>
<td>2.8%</td>
</tr>
<tr>
<td>10</td>
<td>San Jose-Sunnyvale-Santa Clara, CA</td>
<td>$34.64</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOP FIVE GOODS EXPORTING INDUSTRIES</th>
<th>BY VALUE AND SHARE OF METRO EXPORTS, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 10 Metro Exporters</td>
<td>$575.66 (43.7%)</td>
</tr>
<tr>
<td>Top 100 Metros</td>
<td>$1,317.24</td>
</tr>
<tr>
<td>United States</td>
<td>$2,063.49</td>
</tr>
</tbody>
</table>

- Data from DRC 2014 Economic Development Guide

**Construction**  
**Aerospace**  
**Defense**  
**Petroleum**  
**Health**  
**IT**  
**Logistics**  
**Data**
A Burgeoning Economy

- Headquarters to 18 Fortune 500 Companies and 38 Fortune 1000 Companies
- Strong growth in support service/logistics, manufacturing, financial, logistics, healthcare and life sciences, high technology, aviation/aerospace, telecommunications and information systems, and hospitality sectors
- Sixth-largest concentration of high-tech workers with as many technology jobs as Houston and Austin combined

High-Tech Employment in Texas

- Austin: 38%
- Houston: 26%
- Dallas-Fort Worth: 23%
- All Other: 13%
Global Transformations

- 100 years ago, 2 out of 10 people lived in cities.
- By 1950 the number had grown to 3 out of 10.
- Today more than 50 percent of the world’s population lives in cities.
- As urbanization increases, so do issues of sustainability, infrastructure, social inequity, and health issues.
Strategic Planning Process

**Strategic Level**
- Preliminary Data Analysis and Assessment
- Identification of Priorities and Opportunities
- Development of Upper Level Strategic Plan

**University and Unit Level**
- Strategic objectives, opportunities and imperatives
  - Detailed Benchmarking
  - Directions for Enhancement
  - Targets and Metrics
- Area of focus, strategic themes, guiding aspirations, operational priorities

**University Level**
- Detailed tactics, action plans, resources

Previous Activities:
- 6/13
- 11/13
- 6/14
- 8/14
A single **focus** provides context for engagement and impact

Four **guiding themes** provide strategic areas of emphasis

Six **guiding aspirations** direct our progress

Six areas of **operational priority** provide broad strategic direction for the University
Focus
- Global Impact through Enabling a Sustainable Megacity
Overarching Focus

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.

- Data from Siemens Green Cities Index

DFW Metroplex
San Francisco

Environmental Governance
Energy
Air
Land Use
Waste
Water
Transport
Buildings

CO₂
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 the Enhancement of Knowledge
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.
- Hire new dean (completed) and establish new college combining kinesiology and nursing (End 2014).
- Closer interactions between departments and colleges.
- Cluster hires
- Closer collaboration, and encouragement of interaction, between UTA and the health sector.
- Enhance health focus in the College of Business
- Enhance reach and impact of the School of Social Work
Guiding Theme: Sustainable Urban Communities

- The built and social environment.
- Demographic change and learning from the past and present to enable the future.
- Hire new dean and establishment of new college combining School of Architecture and School of Urban and Public Affairs (End 2014).
- New Construction Management degree (offered in Fall 2014).
- New Architectural Engineering degree (Fall 2014).
- Further synergies between Architecture/SUPA, Engineering, Social Work.
- Review of existing centers/institutes and strengthening of focii
- Establishment of a Institute for Sustainability
- Establishment of a Department of Resource Engineering & collaboration with the proposed Geotech Institute in Fort Worth (Spring 2015).
Guiding Theme: **Global Environmental Impact**

- Addressing critical global challenges including climate change, pollution, energy consumption, water conservation, and disasters.
- Developing an understanding through environmental economics, population dynamics, and history.
- Establish a focus in water (Fall 2014).
- Cluster hires in sustainability, water, earth and atmospheric sciences.
Guiding Theme: **Data-Driven Discovery for Knowledge Enhancement**

- Methods of data analytics and science to use “big data” from multiple fields.
- Use of data to enhance current knowledge and use of information.
- Use of data to enable discovery and new application of knowledge.
- Hire key faculty leaders in science, engineering and business, and potential cluster hires including in digital humanities.
- Initiate new degree in data analytics (Fall 2014).
- Establish MOOC in “Data, Analytics and Learning” (Fall 2014) and develop new degrees in “Data Science” (Spring 2015).
- Thrust in Media and Digital Communications
- Establish a Center for Modeling, Simulation & Visualization
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
- Leverage our location through collaboration to serve our community
- Enhance access and quality to ensure impactful student success
- Expand faculty excellence to strengthen academic programs
- Enhance inspired, impactful research and scholarship
- Enhance visibility and impact through global engagement
- Lead in innovation, entrepreneurship, and creativity

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.
Guiding Aspirations

Leverage Our Location Through Collaboration To Serve Our Community

UTA embraces its setting in the DFW Metroplex and will maximize its geographic, socio-economic, cultural, and contextual presence as an engaged community partner.

- Build around focus and guiding themes
- Expand presence in Fort Worth
- Actively engage with the community
- Enhance workforce development activities through the Division of Enterprise Development

UTA will build mutually beneficial relations with corporate and nonprofit entities to serve as the intellectual and socioeconomic driver for the burgeoning North Texas region

- Strengthen ties with the corporate and nonprofit sectors through joint research, shared hires, faculty internships, and partner programs
- Develop ties in the arts
- Develop new “integrated” degree programs that combine experiential learning/competence with translational science
Guiding Aspirations

Enhance Access and Quality to Ensure Impactful Student Success

UTA is committed to enhancing access to unparalleled knowledge and education, while simultaneously ensuring the highest standards of quality.

- “Bound for Success” and expansion
- Transfer articulation agreements
- Online delivery, online courses, modules, certificates, degrees
- Research into efficacy of online and alternate delivery mechanisms

UTA is committed to the success of its students and will focus on providing a transformational growth experience.

- Freshman Year Experience
- Enhanced advising and student success initiatives
- Re-envisioning the Career Development Center
UTA will strengthen 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.

- Critical review of leadership and responsibilities
- Academic program review for greater relevance
- Addition of new courses, programs, and degrees
- Cluster hires
- Encourage inter-, multi-, and trans-disciplinary courses
Guiding Aspirations

Enhance Inspired, Impactful Research and Scholarship

UTA will strengthen translational research and scholarship that is multi- and trans-disciplinary and that has high impact on society through enhanced development and application of knowledge.

- Integrate Research Office and Graduate Office
- Incentivize interdisciplinary research and research with impact
- Further strengthen the UT Arlington Research Institute and the Shimadzu Institute
- Further develop and encourage undergraduate research
- Cluster hires in key areas
- Develop strong collaborations, including hires, with key industrial partners
Guiding Aspirations

Increase Visibility and Impact through Global Engagement

UTA will engage with communities and issues on local, national and international scales, becoming the “go-to” institution for thought leadership and knowledge.

- Strong international partnerships through research and education
- Focus on key themes of relevance to the community
- Take leadership positions in strategic themes
Guiding Aspirations

Lead in Innovation, Entrepreneurship, and Creativity

UTA will be distinguished by its unwavering commitment to inquiry, high impact exploration, scholarship, and achievement through encouraging an ethos of innovation, entrepreneurship, and creativity.

- Review promotion and tenure criteria to encourage innovation, entrepreneurship, and commercialization
- Develop mechanisms for technology incubators
- Strengthen Office of Research and focus on research and economic development
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
- Leverage our location through collaboration to serve our community
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- Enhance visibility and impact through global engagement
- Lead in innovation, entrepreneurship, and creativity

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
Operational Priorities

Undergraduate Education
Provide unparalleled access and experiences to prepare an increasing number of engaged, innovative, entrepreneurial, and diverse students equipped for the workforce and for lifelong education.

Graduate Education
Educate increasing numbers of diverse graduate students equipped to provide leadership and to extend the frontiers of knowledge in their disciplines.

Continuing and Professional Education
Enable unparalleled access to knowledge and continuing education to ensure an informed and engaged global citizenry and to significantly expand the University’s global outreach and impact.

Research and Economic Development
Substantially enhance capacity and productivity in research, scholarship, and creative activity to advance knowledge, enhance education, catalyze economic development, and ensure global competitiveness of the region and state.
Operational Priorities

Faculty and Staff
Attract, nurture, and retain the very best faculty and staff — aligned with our vision and trajectory — who are committed to leadership and high productivity in a forward-thinking culture inspired by aspirations to create the Model 21st Century Urban University.

Infrastructure and Resources
Continually enhance UTA’s resources through existing and new revenue streams, including increased philanthropy, to ensure that students, faculty, and staff have the very best physical infrastructure and the latest technological advancements to ensure leadership in a forward-looking culture that values sustainability.
Action Plans

- Action plans are being developed to identify specific near-term and multi-year actions that will result in enhancements, promote communication, and support implementation.

- An action plan is being developed for each “Guiding Aspiration” so as to include appropriate operational priorities, measured by metrics identified within the six operational priorities.

- The action plans will include
  - Rationale and strategic objectives
  - Near-term steps (tactics)
  - Resource requirements
  - Implementation considerations
  - A plan for accountability
  - Key quantitative success metrics

- Action plans will be used to
  - Communicate path forward and progress
  - Clarify resources needed and acquired
  - Measure periodic progress

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### Guiding Aspirations

<table>
<thead>
<tr>
<th>Guiding Aspirations</th>
<th>Operational Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage our location through collaboration to serve our community</td>
<td></td>
</tr>
<tr>
<td>Enhance access &amp; quality to ensure impactful student success</td>
<td></td>
</tr>
<tr>
<td>Expand faculty excellence to strengthen academic programs</td>
<td></td>
</tr>
<tr>
<td>Enhance inspired, impactful research &amp; scholarship</td>
<td></td>
</tr>
<tr>
<td>Enhance visibility &amp; impact through global engagement</td>
<td></td>
</tr>
<tr>
<td>Lead in innovation, entrepreneurship, &amp; creativity</td>
<td></td>
</tr>
</tbody>
</table>

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### Operational Priorities

- UG Ed
- Grad Ed
- C/P Ed
- Resch & Eco Dev
- Facult y & Staff
- Infra & Res
Guiding Aspiration: Leverage Our Location

- What “responsibilities” flow from our location?
- What unique attributes does the location provide us that would set us apart from our peers/aspirants?
- How does/can our location assist us in meeting our operational priorities?

Operational Priorities

- What key strategies can be implemented under each operational priority to enable the tenets of the guiding aspiration?
- For each strategy, which specific tactics could be employed to enable progress and success?

Note: Strategies and tactics may be common across some aspirations.
Examples of Tactics

Operational Priority: **Undergraduate Education**

- **Strategy:** Recruit an outstanding and diverse student body
- **Targets:** #### new first-time, full-time freshmen and #### transfer students
- **Tactics**
  - Develop pipeline from AISD (Bound for Success)
  - Enhance marketing/advertising outside Tarrant and Dallas Counties
  - Develop new and innovative programs with community colleges based on articulation agreements
  - Increase visibility of key programs/departments and “star faculty”
  - Engage alumni to serve as recruiting ambassadors following the Ivy League model
  - Increase availability of “need-based” scholarships
  - Increase availability of merit-based “full-ride +” scholarships
  - Enhance honors and undergraduate research opportunities
Plan Structure

- Enables a systematic process that is both top-down and bottom-up and builds both “buy-in” and commitment
- Develops a forward-thinking, transformational, and strategic plan that is detailed
- Serves as a management tool, a driver for decisions, and a facilitator for continuous assessment
- Enables the University to respond to a dynamic, and changing, environment while providing a laser-sharp focus
- Matches opportunities with decisions based on resources
- Facilitates a proactive, target-based environment rather than a reactive environment

### Priorities and Goals

- Undergraduate Education
- Graduate Education
- Prof./Cont. Ed. Globally
- Research and Economic Development
- Faculty
- Infrastructure and Resources

### Investments and Prioritization

- Faculty
- Staff
- Financial Support
- Physical Plant
- Information Systems
- Knowledge Platforms

### Resources and Implementation

- Resources Needed
- Sources of Funds
- Implementation Time Lines
- Accountability
- Continuous Assessment
- Periodic Updates
### Targets for 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Fall 2013</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>33,278</td>
<td>&gt; 43,000</td>
</tr>
<tr>
<td>Freshman retention rate</td>
<td>75%</td>
<td>&gt; 90%</td>
</tr>
<tr>
<td>6-year graduation rate</td>
<td>44%</td>
<td>&gt; 60%</td>
</tr>
<tr>
<td>Endowment</td>
<td>$101.7 M</td>
<td>&gt; $500 M</td>
</tr>
<tr>
<td>Research expenditures</td>
<td>$77.7 M</td>
<td>&gt; $150 M</td>
</tr>
<tr>
<td>Physical plant</td>
<td>6.5 MSF</td>
<td></td>
</tr>
<tr>
<td>Endowed chairs</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Top 10% freshmen</td>
<td>22.2%</td>
<td></td>
</tr>
<tr>
<td>Top 25% freshmen</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Ph.D.s awarded</td>
<td>149</td>
<td>&gt; 250</td>
</tr>
<tr>
<td>Operating budget</td>
<td>$602.65 M</td>
<td></td>
</tr>
<tr>
<td>U.S. News &amp; World Report Ranking</td>
<td>N/R</td>
<td>Top 200</td>
</tr>
<tr>
<td>Professional and continuing education</td>
<td>22,000</td>
<td></td>
</tr>
<tr>
<td>Tenure stream faculty FTE</td>
<td>610</td>
<td></td>
</tr>
<tr>
<td>Non-tenure stream faculty FTE</td>
<td>578</td>
<td>&gt; 1540</td>
</tr>
</tbody>
</table>

**University of Texas at Arlington**
Next Steps

- “Socialize” plan and gather further input
- Complete setting targets
  - Use targets to complete the business plan
  - Finalize Action plans
- Present final plan to UT System
- Ongoing / continuing actions
  - Recruit deans and department chairs
  - Recruit faculty (including clusters)
  - Re-envision/strengthen existing centers/institutes and establish key new ones
  - Launch new programs and degrees
  - Launch an integrated online and professional education enterprise
  - Fort Worth expansion
- Raise funds
  - Infrastructure and equipment
  - Faculty
  - Student scholarships