A Strategic Plan for UT Arlington’s Future
A University of Choice

4,800 employees

183 degree programs

10,500 beds on or around campus

$13.6 Billion economic impact annually (2012)
Student Segments

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

New Incoming Students
By Mode of Entry, Fall 2014

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

Unduplicated Student Headcount

- 2002-03: 36,422
  - Continuing Ed.: 29,770
  - Online Only: 1,000
  - On-campus: 5,652

- 2012-13: 65,722
  - Continuing Ed.: 31,475
  - Online Only: 12,247
  - On-campus: 22,000

- 2013-14: 66,675
  - Continuing Ed.: 31,603
  - Online Only: 13,072
  - On-campus: 22,000

F ‘14
34,899*
>41,000 in total
* THECB Count
Student Headcount by College/School

Fall 2014 (34,899: THECB Only)

Overall
74% Undergraduate
22% Master’s
4% 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
Impact of Research Universities

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)

Catalyst for local and regional economy

- MA Route 128 (MIT, Harvard, Tufts, Boston U), Silicon Valley (UCB, Stanford), I4 Corridor (UCF, USF), Research Triangle (Duke, NCSU, UNC), Southern Cal (UCSD, UCI, UCLA, Caltech, USC)

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
A Future Built on IDEAS
A Future Built on IDEAS

A Future Built on IDEAS

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

Student Ethnicity
Fall 2014

- White: 38.7%
- Hispanic: 26.9%
- African-American: 16.0%
- Asian: 11.6%
- International: 3.6%
- Multiracial: 2.1%
- Other: 1.1%
A Future Built on IDEAS

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, 10 NAI, fellows and awards. Nationally ranked programs.

Degree Production Ratio, 2011-12
Bachelor’s Degrees Awarded per 100 Full-Time Equivalent Undergraduates Enrolled 4 Years Earlier

35.5
25.8
33.9
21.8
25
20.2
26.3
UT Arlington
UT Austin
UTB
UTD
UTEP
UTPA
UTPB
UTSA
UTT

Nai Yuen Chen  David Nygren

Jessica Stevens  Emmanuel Fordjour

Formula SAE Racing Team
A Future Built on IDEAS

A: **Access** – 7\(^{th}\) fastest growing public research institution – CHE (2013)
Innovative programs to develop pipelines and pathways for student success through GO Centers, “Bound for Success”, STEM Academy…
Degree and non-degree seeking students
DED hosts the nation’s largest OSHA education center
New Division of Global Outreach and Extended Studies

**New Incoming Students**
By Mode of Entry, Fall 2014

- First-time Freshmen, 2,710 (60%)
- Transfers, 4,037 (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)
Career Development/Support Center

Exceeds NRUF Target
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.
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.
Envisioning the Future of UT Arlington

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

The Model 21st Century Urban Research University
## Our Location

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

### Metropolitan Statistical Area (MSA)

<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>

- Data from DRC 2014 Economic Development Guide

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

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

- 0-19 Years: 30.4%
- 20-34 Years: 21.7%
- 35-54 Years: 29.1%
- 55-74 Years: 15.1%
- 75+ Years: 3.7%
- Median Age: 33.6

**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
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.
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
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.

Overarching Focus

- Data from Siemens Green Cities Index
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 and establish new College of Nursing & Health Innovation combining kinesiology and nursing (completed).
- Cluster hires
- Closer collaboration, and encouragement of interaction, between UTA and the health sector.
- Establish an Institute of Engineering in Medicine (2015)
- Enhance research focus in bioengineering, neurosciences, computational sciences
- Enhance health focus in the College of Business
- Enhance reach and impact of the School of Social Work
- Expand programs and research in Health Science related areas
Guiding Theme: **Sustainable Urban Communities**

- The built and social environment.
- Demographic change and learning from the past and present to enable the future.
- Hire founding dean (completed) and establishment of new college combining School of Architecture and School of Urban and Public Affairs (Mid 2015).
- New Construction Management degree (offered in Fall 2014).
- New Architectural Engineering degree (approval by end 2014).
- Further synergies between Architecture/SUPA, Engineering, Social Work, Business
- Review of existing centers/institutes and strengthening of focii
- Establishment of a Institute for Sustainability
- Establishment of a Department/School 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.
- Further enhance the Shimadzu Institute and build corporate partnerships
- Establish a thrust in sustainability combining both academic and applied expertise
- Establish a Center focused on water (‘15-’16)
- Enhance research in areas related to recycling, energy from waste etc.
- 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 to enable discovery and new application of knowledge.
- Hire key faculty leaders in science, engineering and business, and 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
- Enhance strengths in materials and NDE and establish an Institute for the Predictive Performance of Materials & Structures
- Establish a Center for Modeling, Simulation & Visualization
Strategic Hires

Dr. Anne Bavier
- Dean of the College of Nursing
- Formerly Dean of the School of Nursing, University of Connecticut
- Fellow, American Academy of Nursing
- President Elect, National League of Nursing (NLN)
- Served at the National Institutes of Health
- Led 2 Colleges to designation as NLN Center of Excellence in Nursing Education

Dr. David Nygren
- Presidential Distinguished Professor, College of Science
- One of the foremost particle physicists in the nation
- Member, National Academy of Sciences
- Formerly with Lawrence Berkeley National Laboratory at UC Berkeley

Dr. George Siemens
- Executive Director, Learning Innovation and Networked Knowledge (LINK)
- Internationally recognized author, research, and theorist in online learning
- Originator of the “MOOC”
- Funded by the Gates Foundation
Strategic Hires

Dr. Kay-Yut Chen
- Professor of Information Systems and Operations Management
- Principal Research Scientist Yahoo! Labs (game theory & behavioral economics)
- Principal Scientist, HP Labs
- Multiple Patents

Dr. Paul Componation
- Chair, Department of Industrial Engineering and Manufacturing Systems
- Formerly Professor and Director of Graduate Education for Engineering Management, Iowa State University.
- Strong links to NASA, DoD, and SERC.

Dr. Mickey McCabe
- Executive Director, UTARI
- Vice President for Research, University of Dayton, and Exec Director UDRI
- Demonstrated leadership of research enterprise including Univ-Industry collaboration
- SAMPE Fellow
Strategic Hires

Dr. Nan Ellin
- Founding Dean of College Integrating School of Architecture and SUPA
- Chair, University of Utah Dept. of City and Metropolitan Planning
- Leadership positions at Arizona State University in Planning, Urban & Metropolitan Studies, Architecture & Environmental Design, School of Sustainability, School of Public Affairs.
- Renowned Expert on “Modern Urbanism”

Ms. Teresea Madden
- Vice President, Global Outreach and Extended Studies
- Sr. Vice President for Continuing Education, Academic Partnerships
- Associate VP for Enterprise Development at UTA
- Responsible for Building the Largest OSHA Education Center

Mr. Michael Kingan
- Vice President Development & Alumni Relations
- Sr. VP & Chief Development Officer, University of New Mexico Foundation
- Leadership positions at U of Iowa, U of Washington, U of Michigan
- International experience: Chief Advancement Officer, Singapore American School
- History of team building/development & successful campaigns
Strategic Hires

Dr. Duane Dimos

- Vice President for Research
- Acting Vice President, Science & Technology Division, Sandia National Laboratories
- Fellow of the Materials Research Society, the American Association for the Advancement of Science, & the American Ceramic Society
- Expert in Materials Science & Engineering with Significant Experience in Partnering and Outreach

NAE Member
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
Guiding Aspirations

Define the 21st Century Urban Research University

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

Focus
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- Leverage our location through collaboration to serve our community
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- 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

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

UNIVERSITY OF TEXAS ARLINGTON
Defining Who We Are

6 Guiding Aspirations
Principles we will live by
Direct our Progress

6 Operational Priorities
Key aspects we follow
Provide Logistical Direction

8 “Maverick Imperatives”
Define What We Do

1. Be Progressive          Educate Beyond the Classroom
2. Be Empowering          Create Lifelong Educational Paths
3. Be Responsible         Ensure Student Success
4. Be Wise                Cultivate Faculty & Staff
5. Be Pioneering          Transform Research Capabilities
6. Be Ambitious           Serve the Community Near & Far
7. Be Daring              Reimagine Institutional Infrastructure
8. Be Creative            Be THE Innovation Destination
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 2014</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment (THECB*)</td>
<td>33,278</td>
<td>34,899</td>
<td>&gt; 43,000</td>
</tr>
<tr>
<td>Freshman retention rate</td>
<td>75%</td>
<td></td>
<td>&gt; 90%</td>
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<tr>
<td>6-year graduation rate</td>
<td>44%</td>
<td></td>
<td>&gt; 60%</td>
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<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>Physical plant</td>
<td>6.5 MSF</td>
<td></td>
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</tr>
<tr>
<td>Endowed chairs</td>
<td>15</td>
<td>20</td>
<td>50</td>
</tr>
<tr>
<td>Ph.D.s awarded</td>
<td>150</td>
<td>225</td>
<td>&gt; 250</td>
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<tr>
<td>U.S. News &amp; World Report Ranking</td>
<td>N/R</td>
<td>N/R</td>
<td>Top 150</td>
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<tr>
<td>U.S. News &amp; World Report 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></td>
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<tr>
<td>Non-tenure stream faculty FTE</td>
<td>578</td>
<td></td>
<td>&gt; 1500</td>
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</tbody>
</table>

* Excludes on-line out-of-state students
Potential Projects (Short-Term)

- Leading Edge Career Development/Support Center
- Resource Engineering, Enhancement of Health Sciences, Establishment of Institutes
- Building for Global Education, Outreach & Extended Studies
- TRBs
  - Science and Engineering Innovation and Research Building (210,000 GSF, $211M)
  - College of Innovation & Allied Health Professions Academic and Research Building (200,000 GSF, $110M)
- Enhanced Shuttle Service & New Parking Garage
- Major presence in Fort Worth, including expansion of UTARI & FW Center
- New Residence Halls to Replace 4 Aging Complexes (with new dining facilities)
- Hotel (including hospitality management program)
- “Innovation Depot” Type Incubator, and UTA based entrepreneurial community
- Performing Arts Venue(s), Museum, Enhancement of the Library
So What Do We Do Now?

• *Where are we?*
• *Where do we want to be?*
• *What steps do we take to get there?*
• *How do we ensure that the steps we take are coordinated?*
• *How do we ensure efficiency, risk taking, & success?*
• *How do we let others know what we are doing?*
• *How will we know that we are “there”?*