

**The University of Texas at Arlington
2006-2010 Strategic Plan**

Planning Priority I: Provide a high quality educational environment that contributes to student academic achievement, timely graduation and preparation to meet career goals.

Goal 1: Attract students with strong academic backgrounds and qualifications.

Objective 1: Increase the percentage of new undergrads from the top 25% of their HS class, and the percentage of new transfers with transfer GPAs greater than 2.5.

Selected Strategies:

1. Develop new merit- and need-based financial aid incentives to attract qualified undergraduate students.
2. Enhance outreach, recruitment and follow-up programs that target specific student populations.

Goal 2: Increase the effectiveness of the learning process.

Objective 1: Improve faculty teaching.

Selected Strategies:

1. Establish a center and/or programs to develop and disseminate information on effective instructional techniques and mentoring of faculty.
2. Provide instructional technology teaching support in the form of staff to research and develop instructional design/media and assist instructors in implementing the new technology.

Objective 2: Enhance student learning.

Selected Strategies:

1. Increase the use of active learning and engaging instructional strategies, such as academic service learning, learning communities and undergraduate participation in research.
2. Use performance data to assess and refine student learning outcomes and related assessments for courses and degree programs.

Goal 3: Improve undergraduate and graduate student persistence, graduation and professional placement rates.

Objective 1: Improve academic advising of students to ensure timely degree completion.

Selected Strategies:

1. Increase the quality and frequency of contacts between advisors and advisees.

Objective 2: Provide opportunities for students to develop a broad-based set of skills.

Selected Strategies:

1. Increase resources to support professional development of students, including providing diverse work experiences, professional service activities, and internships.
2. Provide opportunities for students to develop and apply leadership, professional and life skills.
3. Encourage more diverse course experiences outside the major.

Objective 3: Improve undergraduate, master's, and doctoral completion rates by discipline over the next five years by 5 %.

Selected Strategies:

1. Improve discipline-specific education outcomes in Unit Effectiveness Plans and their assessment.
2. Enhance student academic and social integration.

Planning Priority II: Provide an enriching university experience for all members of the UTA community.

Goal 1: Make the UTA campus more welcoming.

Selected Strategies:

1. Improve the ability to navigate the campus through a centrally located visitor's center, kiosks and maps, improved signage, increased visitor parking, and an enhanced campus shuttle service.
2. Build a special events center.
3. Promote development of areas in and around campus through both green space and commercial and retail development.
4. Make the UTA campus safer and more secure.

Goal 2: Develop a more engaging campus life.

Selected Strategies:

1. Increase the number of events which bring the public into contact with UTA programs.
2. Publicize existing campus events to students, faculty, staff and the community with more lead time to facilitate building audiences.
3. Sponsor events at the beginning of each semester to provide students with broad information about the array of opportunities available for personal, social and academic development.

Planning Priority III: Enhance The University of Texas at Arlington's research, scholarly, and creative capacity and reputation.

Goal 1: Show significant improvement in institutional and program rankings.

Objective 1: To reach \$100M in annual research expenditures within ten years.

Objective 2: To have at least one top 50 program in each college or school, and three programs within the University ranked in the top 25 nationally, within 10 years.

Objective 3: Increase significant research and creative activity contributed by UTA faculty to leading peer-reviewed journals and conference proceedings, solicited publications, exhibitions, juried screenings, and the like.

Selected Strategies for Goal 1:

1. Recruit students who will participate in research and creative activities.
2. Recruit and retain leading faculty members who will direct research and creative activities.
3. Improve the quality and quantity of research space and infrastructure.
4. Increase institutional support for travel to conferences, faculty development leaves, etc.

Goal 2: Increase and support interdisciplinary and multidisciplinary undergraduate and graduate programming.

Objective 1: Develop new and support current interdisciplinary and multidisciplinary graduate programs that have both a genuine research core and student and employer demand.

Selected Strategies:

1. Create and fund centers to enhance cross-disciplinary and cross-institutional collaborations and research.
2. Create teaching load, faculty evaluation, and IDC policies that support multidisciplinary/interdisciplinary research.

Goal 3: Foster increased contributions by alumni, friends, and the private sector that can be used to enhance the University's research, scholarly and creative capacity.

Objective 1: Increase the University's endowment.

Selected Strategies:

1. Improve the annual fund campaign and begin planning for a major capital campaign.
2. Increase major gift staffing to strengthen development efforts throughout the University.

Planning Priority IV: Use available compensation resources for faculty, staff and students to build excellence.

Goal 1: Develop nationally competitive compensation standards for faculty and staff.

Objective 1: Develop salary structures comparable to peer institutions.

Selected Strategies:

1. Determine salary structures and compensation plans for peer institutions by discipline.
2. Develop priorities for compensation of faculty and staff.

Goal 2: Develop a model of compensation that includes substantial rewards for excellence.

Objective 1: Increase the funds for faculty supplements awarded in recognition of funded research or other major scholarly achievements.

Selected Strategies:

1. Seek development funding for fellowships, professorships, and endowed chairs.
2. Develop criteria to identify and reward the high achievements of faculty in each college/school.

Objective 2: Develop a competitive salary structure for staff.

Selected Strategies:

1. Review salary levels for staff positions to determine whether these are competitive, and identify and deal with potential inequities.
2. Develop criteria to identify and reward the most deserving staff.

Goal 3: Improve graduate student compensation, especially at the doctoral level.

Objective 1: Make doctoral graduate student compensation and workloads competitive by discipline with those at peer institutions.

Selected Strategies:

1. Determine compensation structures for graduate students at peer institutions by discipline.
2. Provide full tuition fellowships to doctoral students.
3. Develop programs for increasing awareness and locating internal and external revenue sources for graduate students and faculty supervisors.

Planning Priority V: Promote The University of Texas at Arlington locally, nationally, and internationally.

Goal 1: Develop institutional pride.

Objective 1: Increase internal recognition of UTA strengths.

Selected Strategies:

1. In connection with Goal 2 below, develop a UTA brand.
2. Develop communication programs to promote successes and to educate the campus community about the new brand.

Goal 2: Develop external awareness of UTA's institutional strength.

Objective 1: Increase external recognition of the UTA brand in target markets and audiences.

Selected Strategies:

1. In connection with Goal 1 above, develop a UTA brand.
2. Develop communication programs to promote successes and to educate the external community about the new brand.
3. Capitalize on the role of athletics (game attendance, uniforms, equipment, and apparel) in communicating positive brand awareness.
4. Enlist the support of alumni and advisory boards to promote the UTA brand.

Planning Priority VI: Build external collaborations and partnerships which contribute to economic, social, and cultural development.

Goal 1: Establish more effective collaboration with neighboring colleges, universities, and school districts.

Objective 1: Develop a common voice on issues before the Legislature, collaborative research and economic development programs, and shared planning with other educational entities.

Selected Strategies:

1. Increase the number and effectiveness of regional institutional agreements with other educational entities.
2. Actively participate in forums that bring administrators, faculty, and governing boards from Texas' public universities together to work on common interests.

Objective 2: Expand collaborations beyond the region as opportunities arise.

Goal 2: Improve the quality and accessibility of educational opportunities offered to all students (K-16).

Objective 1: Increase the level of service provided to Metroplex public schools.

Selected Strategies:

1. Obtain data from school districts on value-added instruction and assessment.
2. Prepare excellent teacher candidates who, in turn, prepare students for success at all educational levels.
3. Align the curriculum K-16.

Objective 2: Increase the percentage of transfer students from two-year and independent colleges who are successful at UTA.

Selected Strategies:

1. Develop more non-traditional articulated programs.

Goal 3: Establish more effective collaboration with regional government entities.

Objective 1: Strengthen and leverage UTA's local, state, and national political relationships.

Selected Strategies:

1. Regularly engage local, state, and national elected representatives.
2. Regularly inform local governments of expertise, resources, and services available at UTA.

Goal 4: Establish more effective collaboration with targeted international institutions.

Objective 1: Increase the number of students enrolling at UTA from major international institutions.

Selected Strategies:

1. Seek funding from the US State Department and other international organizations interested in international collaborative efforts.
2. Develop a standardized agreement for partnering with international institutions.
3. Make regular visits to targeted international institutions.

Goal 5: Establish more effective collaborations with the private and not-for-profit sectors.

Objective 1: Increase private sector and alumni involvement with UTA.

Selected Strategies:

1. Engage with and better inform local industry of expertise, resources, and services available at UTA.
2. Increase service learning, cooperative, and internship opportunities.

Planning Priority VII: Promote a culturally diverse and inclusive university community.

Goal 1: Value diversity at all levels on campus.

Objective 1: Increase the cultural diversity among administrators, faculty and staff.

Selected Strategies:

1. Provide incentives for and increase recruitment of faculty, administrators and staff from under-represented groups.
2. Build relationships with organizations that support placement of faculty, administrators and staff from under-represented groups.

Objective 2: Increase the cultural diversity among undergraduate and graduate students.

Selected Strategies:

1. Apply best practices of institutions that have had success in attracting students from under-represented groups.
2. Pursue grants from Federal programs such as NSF, NIH and DOE that support students from under-represented groups.
3. Provide increased financial support for and target recruitment of students from under-represented groups, consistent with federal and state law.

Objective 3: Improve the retention of faculty, staff and students from under-represented groups.

Selected Strategies:

1. Develop campus support organizations and programs for faculty, staff and students.
2. Increase cultural diversity content in academic curricula, extracurricular activities, and staff-training programs.

Priority VIII: Improve the effectiveness and efficiency of University operations.

Goal 1: Match administrative infrastructure to size, complexity and demands placed on unit.

Selected Strategies:

1. Review adequacy of staffing levels in all units and identify areas of greatest need.
2. Develop guidelines to provide additional and/or reallocate staff and resources based on workload and complexity of the work.

Goal 2: Reduce unnecessary bureaucratic processes.

Selected Strategies:

1. Review University processes with the goal of simplifying and streamlining.
2. Prioritize implementation of simplified processes across the University.

Goal 3: Provide programs and services in ways that control costs and conserve resources.

Selected Strategies:

1. Distribute information (announcements, reports, etc.) electronically rather than in paper format.
2. Explore the use of renewable energy sources on campus.

Planning Priority IX: Embrace a dynamic culture of planning, evaluation, and assessment to ensure progress toward the University goals.

Goal 1: Develop a culture of meaningful assessment within all parts of the University.

Objective 1: Improve assessment practices at UTA.

Selected Strategies:

1. Review current assessment processes and integrate best practices for assessment throughout the University.

Goal 2: Align the planning and budgeting processes to support the University's mission.

Objective 1: Use assessment to achieve University strategic goals.

Selected Strategies:

1. Develop policies and procedures to allocate resources based on meaningful assessment data.