

UT Arlington Strategic Plan 2015
Six Guiding Aspirations + “Maverick Imperatives”

Guiding Aspirations*		The Maverick Imperatives	What Mavericks Do	Operational Priorities
Today’s goals as shaped by our vision of the future		How we shape our plans	Strategies for Success (<i>Samples</i>)	(see key below)
I	Transform the student experience by enhancing access and ensuring student success. UTA is committed to enhancing access to unparalleled knowledge and education, while simultaneously ensuring the highest standards of quality. We care about student success and will focus on providing experiences for transformational growth.	1. Be progressive: Educate beyond the classroom.	-Increase experiential learning	UG;GR;FS
			-Develop effective student mentoring structures/spaces	UG;GR;FS;IR
II	Enhance impactful research and scholarship. UTA will strengthen translational research and scholarship that is multidisciplinary and trans-disciplinary and that has high impact on society through enhanced development and application of knowledge.	2. Be empowering: Create lifelong educational paths.	-Create new opportunities for study abroad	UG;GR;FS
			-Showcase student work more often & effectively	UG;GR;IR
			-Increase grad programs in high-demand areas	GR;FS;RED;IR
III	Build on faculty excellence to strengthen academic programs. UTA will strengthen its academic programs through enablement of greater excellence in its existing faculty and through recruitment of the best faculty internationally.	3. Be responsible: Ensure student success.	-Increase continuing/professional education options	CPE; IR;FS
			-Innovate & coordinate support services	UG;GR;IR
			-Further engage students in campus life	UG;GR;IR
IV	Strengthen collaboration with corporate and nonprofit sectors. UTA will strengthen its academic programs through enablement of greater excellence in its existing faculty and through recruitment of the best faculty internationally.	4. Be wise: Cultivate faculty and staff.	-Support academic success in foundation courses	UG;FS;IR
			-Support high-impact scholarship	FS;RED;IR
			-Develop additional faculty & staff mentoring	FS;IR
V	Enhance 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.	5. Be pioneering: Transform research capabilities.	-Encourage ongoing professional development	FS;CPE
			-Grow & diversify external funding	FS;RED;IR
			-Expand graduate students’ role in research	GR;FS;RED;IR
VI	Lead in creativity, innovation and entrepreneurship. UTA will be distinguished by an ethos of creativity that drives innovation and entrepreneurship.	6. Be ambitious: Serve the community near & far.	-Create diverse & multifaceted research teams	FS;RED;IR;GR;UG
			-Partner with others to address societal challenges	RED;CPE;FS
			-Increase # of faculty engaged internationally	FS;IR
		7. Be daring: Reimagine institutional infrastructure.	-Enhance participation in community organizations	UG;GR;FS
			-Build state-of-the-art research facilities	RED;IR
			-Increase access to space & technology to <i>create</i>	RED;IR;FS
		8. Be creative: Be THE innovation destination.	-Create infrastructure to host conferences, etc.	IR;RED;FS

Be creative: Be THE innovation destination.

*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)

Strategic Planning Draft Document

The Maverick Imperatives with sample strategies (keyed to the Guiding Aspirations)

1. Be Progressive: Educate Beyond the Classroom

- 1.1. Increase experiential learning – internships, service learning, undergraduate research (GA I: Transform Student Experience and GA 4: Collaborations)
- 1.2. Expand efforts to create a more engaged and involved sense of community both inside and outside the classroom (GA I: Transform Student Experience)
- 1.3. Increase funding and opportunities for student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)
- 1.4. Provide opportunities and resources for students to study abroad and to complete fieldwork internationally (GA 5: Global Engagement)
- 1.5. Foster relationships and networking opportunities between students, faculty, staff, and community entrepreneurs and industry leaders (GA 6: Creativity, Innovation, Entrepreneurship)

2. Be Empowering: Create lifelong educational paths

- 2.1. Increase number of programs (degrees, certificates, etc.) in high-demand areas (GA I: Transform Student Experience)
- 2.2. Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners – regional and global (GA 4: Collaborations with Corporates and Non-Profits)
- 2.3. Provide on-site and on-line courses and continuing education for the global community (GA 5: Global Engagement)
- 2.4. Develop and host on-site / virtual conferences on topics of interest to external audiences (GA 5: Global Engagement)
- 2.5. Create a community of entrepreneurs by providing opportunities for training (GA 6: CIE)
- 2.6. Prepare graduates with the skills and vision to adapt to and excel in a changing world. (GA I: Transform Student Experience)

3. Be Responsible: Ensure Student Success

- 3.1. Develop a campus-wide initiative to keep students on track to graduate (GA I: Transform Student Experience)
- 3.2. Provide innovative & coordinated support services to increase persistence and success of diverse student populations (GA I: Transform Student Experience)
- 3.3. Develop cutting-edge supplemental instruction and tutorial services in multiple formats (GA I: Transform Student Experience)
- 3.4. Create learning communities tailored to the needs of diverse student populations (GA I: Transform Student Experience)

- 3.5. Provide innovative and technology-rich instruction to support success in early courses (GA 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 underrepresented groups (GA 3: Faculty Excellence)
- 3.7. Increase the number of doctoral degrees conferred per tenured / tenure-track faculty member per academic year (GA 3: Faculty Excellence)
- 3.8. Assure college preparedness of incoming class (GA I: Transform Student Experience)

4. Be Wise: Cultivate Faculty and Staff

- 4.1. Support faculty, staff, and students at each point in their career path such that each member of the community establishes a sustained lifelong program of intellectual growth, professional development, and personal fulfillment. (GA I: Transform Student Experience ; GA 2: Enhance Research; GA 3: 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 (GA 3: Faculty Excellence)
- 4.3. Increase the number of staff members who participate in technical training programs, skills development, and professional organizations (GA 3: Faculty Excellence [extended to include staff])
- 4.4. Increase faculty research expenditures (GA 3: 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 (GA 3: Faculty Excellence)
- 4.6. Provide appropriate institutional support to raise the faculty's reputation by supporting efforts to earn external recognition for outstanding achievement (GA 3: Faculty Excellence)
- 4.7. Deploy strategies for recruiting highly talented faculty and professional staff (GA 3: Faculty Excellence)
- 4.8. Attract and retain prestigious faculty and staff (GA 2: Enhance Research)

5. Be Pioneering: Transform research capabilities

- 5.1. Expand & enhance existing research, scholarship & creative capability on campus (GA 2: Enhance Research)
- 5.2. Grow and diversify extramural funding (GA 2: Enhance Research)
- 5.3. Create and support opportunities for faculty company spin offs (GA 2: Enhance Research)
- 5.4. Increase research, scholarship, and creative collaboration with for-profit and non-profit organizations in the North Texas region (GA 4: Collaborations with Corporates and Non-Profits)
- 5.5. Partner with global corporations that have Texas connections to collaborate on research (GA 5: Global Engagement)
- 5.6. Increase funding and opportunities for student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)

- 5.7. Increase the integration of UTA faculty's research and creative works into the scholarly output of their peers and students (GA 6: Creativity, Innovation, Entrepreneurship)

6. Be Ambitious: Serve the Community Near and Far

- 6.1. Increase coordinated efforts to link existing programs to public, corporate and nonprofit entities (GA 4: Collaborations with Corporates and Non-Profits)
- 6.2. Develop new study abroad programs that address the needs & desires of lifelong learners (GA 3: Faculty Excellence)
- 6.3. Increase innovative continuing professional educational opportunities that respond to the needs of our corporate and community partners – regional and global (GA 4: Collaborations with Corporates and Non-Profits)
- 6.4. Increase and recognize participation in community organizations and decision-making bodies (GA 4: Collaborations with Corporates and Non-Profits)
- 6.5. Incentivize efforts to bring community experts into the university environment. (GA 4: Collaborations)
- 6.6. Develop new projects, services, and products that meet the needs of international populations (GA 5: Global Engagement)
- 6.7. Provide on-site and on-line courses and professional education for the global community (GA 5: Global Engagement)

7. Be Daring: Reimagine Institutional Infrastructure

- 7.1. Build state of the art research and scholarship facilities on campus (GA 2: Enhance Research)
- 7.2. Optimize administrative processes by developing and sharing best practices (GA 2: Enhance Research)
- 7.3. Transform classroom and residence hall spaces to enhance collaboration (GA 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 (GA 4: Collaborations with Corporates and Non-Profits)
- 7.5. Increase access to space and technologies used for creation and prototyping (GA 6: Creativity, Innovation, Entrepreneurship)
- 7.6. Build an executive education and conference center to draw academic, professional and cultural events to the campus (GA 2: Enhance Research ; GA 4: Collaborations with Corporates and Non-Profits; GA 5: Global Engagement; GA 6: Creativity, Innovation, Entrepreneurship)
- 7.7. Increase spaces and opportunities to display, perform, or publish creativity / innovation (GA 6: Creativity, Innovation, Entrepreneurship)
- 7.8. Lead efforts to better connect the university to the surrounding community through bike lanes and mass transit. (GA 4: Collaborations with Corporates and Non-Profits; GA 6: Creativity, Innovation, Entrepreneurship)

8. Be Creative: Be THE Innovation Destination – This becomes the overall and overarching principle/imperative. We are to be THE Innovation Destination in all these areas.