

## Strategic Planning Draft Document

### *The Eight Maverick Imperatives with sample strategies (each 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)
- 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 graduate student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)
- 1.4. Increase funding for graduate student research and creative activity (GA 2: Enhance Research)
- 1.5. Increase undergraduate research participation across campus (GA 2: Enhance Research)
- 1.6. Encourage & appropriately incentivize faculty to motivate more undergraduate students to engage in experiential learning (GA 3: Faculty Excellence)
- 1.7. Encourage & appropriately incentivize faculty to recruit & mentor greater numbers of intellectually gifted, highly-motivated doctoral students from underrepresented groups (GA 3: Faculty Excellence)
- 1.8. Employ faculty expertise & professional connections to develop new study abroad programs that address needs & desires of lifelong learners to develop global awareness (GA 3: Faculty Excellence)
- 1.9. Increase experiential learning – internships, service learning (GA 4: Collaborations with Corporates and Non-Profits)
- 1.10. Increase coordinated efforts to link existing programs to public, corporate and nonprofit entities (GA 4: Collaborations with Corporates and Non-Profits)
- 1.11. Increase the number of students who study abroad (GA 5: Global Engagement)
- 1.12. Provide opportunities and resources for students to complete fieldwork internationally (GA 5: Global Engagement)
- 1.13. Increase the number of international students who choose UT Arlington for their studies, especially at the undergraduate level (GA 5: Global Engagement)
- 1.14. Increase undergraduate students' abilities to create, ideate, and model the development cycle through integrated course curriculum (GA 6: Creativity, Innovation, Entrepreneurship)
- 1.15. Foster relationships and networking opportunities between graduate students, faculty, staff, and community entrepreneurs and industry leaders (GA 6: Creativity, Innovation, Entrepreneurship)
- 1.16. Increase graduate students' ability to create, ideate, and model the development cycle through integrated course curriculum and real-world challenges from the non-profit, for-profit, and public sector environments (GA 6: Creativity, Innovation, Entrepreneurship)

**2. Be Empowering: Create lifelong educational paths**

- 2.1. Develop a campus-wide initiative to keep students on track to graduate (GA I: Transform Student Experience)
- 2.2. Increase number of graduate programs (degrees, certificates, etc.) in high-demand areas (GA I: Transform Student Experience)
- 2.3. 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)
- 2.4. Provide on-site and on-line courses leading to certification in a global competency (GA 5: Global Engagement)
- 2.5. Provide on-line courses leading to certification for international audiences on strategically-selected topics (GA 5: Global Engagement)
- 2.6. Provide internationally-focused training for U.S. companies and governmental agencies (GA 5: Global Engagement)
- 2.7. Develop and host on-site / virtual conferences on topics of interest to international audiences (GA 5: Global Engagement)
- 2.8. Foster relationships and networking opportunities between graduate students, faculty, staff, and community entrepreneurs and industry leaders (GA 6: Creativity, Innovation, Entrepreneurship)
- 2.9. Continue expansion of professional programs globally that draw upon the deep expertise of UTA faculty and industry partners (GA 6: Creativity, Innovation, Entrepreneurship)
- 2.10. Increase undergraduate student opportunities to display, perform, or publish their creativity / innovation (GA 6: Creativity, Innovation, Entrepreneurship)

**3. Be Responsible: Ensure Student Success**

- 3.1. Provide innovative & coordinated support services to increase persistence of all student populations (GA I: Transform Student Experience)
- 3.2. Expand efforts to create an engaged & involved sense of community both inside and outside the classroom (GA I: Transform Student Experience)
- 3.3. Provide innovative and technology-rich instruction to support success in early courses (GA I: Transform Student Experience)
- 3.4. Encourage and appropriately incentivize faculty to motivate more undergraduate students to engage in experiential learning (GA 3: Faculty Excellence)
- 3.5. 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)
- 3.6. Increase the number of doctoral degrees conferred per tenured / tenure-track faculty member per academic year (GA 3: Faculty Excellence)

**4. Be Wise: Cultivate Faculty and Staff**

- 4.1. Attract and retain prestigious faculty (GA 2: Enhance Research)
- 4.2. Expand & enhance existing research, scholarship & creative capability on campus (GA 2: Enhance Research)
- 4.3. Build faculty research and scholarship teams to include junior faculty (GA 2: Enhance Research)
- 4.4. Increase the number of faculty who participate in international programs of research, teaching or other professional service (GA 3: Faculty Excellence)
- 4.5. Increase faculty research expenditures (GA 3: Faculty Excellence)
- 4.6. 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)
- 4.7. Provide appropriate institutional support to raise the faculty's reputation by supporting efforts to earn external recognition for outstanding achievement (GA 3: Faculty Excellence)

**5. Be Pioneering: Transform research capabilities**

- 5.1. Enhance excellence & achievement in diverse areas of research & scholarship (GA 2: Enhance Research)
- 5.2. Grow and diversify extramural funding (GA 2: Enhance Research)
- 5.3. Increase graduate student research participation in research, scholarship, and creative activity (GA 2: Enhance Research)
- 5.4. 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. Build state of the art research and scholarship facilities on campus (GA 2: Enhance Research)
- 6.2. Retain and attract prestigious faculty (GA 2: Enhance Research)
- 6.3. Enhance infrastructure and facilities for increased delivery of content using new technologies (GA 2: Enhance Research)
- 6.4. Increase the number of faculty who participate in international programs of research, teaching or other professional service (GA 3: Faculty Excellence)
- 6.5. Employ faculty expertise & professional connections to develop new study abroad programs that address the needs & desires of lifelong learners to develop global awareness (GA 3: Faculty Excellence)
- 6.6. 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)
- 6.7. Increase participation in community organizations and decision-making bodies (GA 4: Collaborations with Corporates and Non-Profits)

- 6.8. Develop new projects, services, and products that meet the needs of international populations, especially those in low-resource nations (GA 5: Global Engagement)
- 6.9. Provide on-site and on-line courses leading to certification in a global competency (GA 5: Global Engagement)
- 6.10. Employ faculty expertise & professional connections to develop new study abroad programs that address the needs & desires of lifelong learners to develop global awareness (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. Create and support opportunities for faculty company spin offs (GA 2: Enhance Research)
- 7.3. Retain and attract strong staff, both administrative and operational (GA 2: Enhance Research)
- 7.4. Increase access to space and technologies used for creation and prototyping (GA 6: Creativity, Innovation, Entrepreneurship)
- 7.5. Increase undergraduate student opportunities to display, perform, or publish their creativity / innovation (GA 6: Creativity, Innovation, Entrepreneurship)

**8. Be Creative: Be THE Innovation Destination**

- 8.1. Develop cutting-edge supplemental instruction and tutorial services in multiple formats (GA I: Transform Student Experience)
- 8.2. Create innovative learning communities for diverse student populations (GA I: Transform Student Experience)
- 8.3. Transform classroom and residence hall spaces to enhance collaboration (GA I: Transform Student Experience)
- 8.4. Create and support opportunities for faculty company spin offs (GA 2: Enhance Research)
- 8.5. Increase research partnership with for profit and non-profit operations (GA 2: Enhance Research)
- 8.6. Build faculty research and scholarship teams to include junior faculty (GA 2: Enhance Research)
- 8.7. Encourage and appropriately incentivize faculty to motivate more undergraduate students to engage in experiential learning (GA 3: Faculty Excellence)
- 8.8. 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)
- 8.9. 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)
- 8.10. 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)
- 8.11. Create and support opportunities for faculty company spin-offs (GA 4: Collaborations with Corporates and Non-Profits)

- 8.12. Partner with global corporations that have Texas connections to collaborate on research (GA 5: Global Engagement)
- 8.13. Develop academic and research infrastructure that support growth in international education activities across the institution (GA 5: Global Engagement)
- 8.14. Develop new projects, services, and products that meet the needs of international populations, especially those in low-resource nations (GA 5: Global Engagement)
- 8.15. 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)
- 8.16. Increase graduate students' ability to create, ideate, and model the development cycle through integrated course curriculum and real-world challenges from the non-profit, for-profit, and public sector environments (GA 6: Creativity, Innovation, Entrepreneurship)