

						1	2	3	4	5	6	7	8	9	10			
						Mavericks are ...	progressive	empowering	wise	pioneering	noble	nurturing	daring	responsible	creative	ambitious		
CA_new	GA_orig	OP_Pt_#	OP_Pt_Label	Strat_#_local	Strategy_New		<i>We educate beyond the classroom.</i>	<i>We create educational paths.</i>	<i>We celebrate lifelong learning.</i>	<i>We transform research capabilities.</i>	<i>We serve the community.</i>	<i>We cultivate faculty and staff.</i>	<i>We reimagine infrastructure.</i>	<i>We ensure student success.</i>	<i>We are THE innovation destination.</i>	<i>We extend our global reach.</i>	# X per row	
I	I+8	1	Undergraduate Education	1	I.1.1	Increase experiential student learning	x										1	
I	I+8	1	Undergraduate Education	2	I.1.2	Increase UTA's engagement in K-12 education through coordinated efforts linking existing programs with public, corporate, and nonprofit entities		x									1	
I	I+8	2	Graduate Education	1	I.2.1	Increase experiential & entrepreneurial student learning & recruiting students from industry, public, and nonprofit organizations with particular attention to local needs	x										1	
I	I+8	3	Continuing & Professional Ed	1	I.3.1	Increase innovative continuing professional educational opportunities			x								1	
I	I+8	4	Research & Economic Dev.	1	I.4.1	Increase industry, public, and nonprofit supported research contracts, expenditures, and research facilities by going "the extra mile" to establish a special relationship				x							1	
I	I+8	4	Research & Economic Dev.	2	I.4.2	Clearly assess the role of Arlington and UTA in the surrounding community to enable long-range planning for the best tactics for engagement					x						1	
I	I+8	4	Research & Economic Dev.	3	I.4.3	Increase UTA's participation in community organizations and decision-making bodies					x						1	
I	I+8	4	Research & Economic Dev.	4	I.4.4	Leverage existing programs that directly link UTA to the regional community											0	
I	I+8	5	Faculty & Staff Development	1	I.5.1	Attract, recruit, and retain top-tier productive faculty & staff through incentives supported by industry, public, and nonprofit organizations given the benefits of our location						x					1	
I	I+8	6	Infrastructure & Resources	1	I.6.1	Build and/or enhance research, instructional, and information technology infrastructure by targeting local and national industry, public, and nonprofit partners' financial support directly or through coordinated tracking of alumni							x				1	
I	I+8	6	Infra/Resources	2	I.6.2	Build an executive education and conference center to draw academic, professional, and cultural events to the UTA campus											0	
II	2+3	1	Undergraduate Education	1	II.1.1	Provide innovative & coordinated support services to increase the persistence & retention of all student populations								x			1	
II	2+3	1	Undergraduate Education	2	II.1.2	Develop a campus-wide initiative to keeps students on track to graduate			x						x		2	
II	2+3	1	Undergraduate Education	3	II.1.3	Expand efforts to create a more engaged & involved sense of community for students both inside and outside of the classroom	x								x		2	
II	2+3	2	Graduate Education	1	II.2.1	Increase number of PhD degrees awarded			x								1	
II	2+3	2	Graduate Education	2	II.2.2	Increase number of master's degrees awarded			x								1	
II	2+3	3	Continuing & Professional Ed	1	II.3.1	Expand interactions between the Division for Enterprise Development, the academic units, and the community	x			x							2	
II	2+3	4	Research & Economic Dev.	1	II.4.1	Increase the number of students participating in UG research	x	x							x		3	
II	2+3	5	Faculty & Staff Development	1	II.5.1	Improve instruction to support the success of students in early courses						x			x		2	
II	2+3	5	Faculty & Staff Development	2	II.5.2	Provide high quality advising & interactions with support staff			x			x			x		3	
II	2+3	6	Infrastructure & Resources	1	II.6.1	Provide state-of-the-art learning & collaborative spaces for students, faculty and staff interactions							x				1	

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II	2+3	6	Infrastructure & Resources	2	II.6.2	Increase UTA's footprint of access & visibility & engagement of potential students by adding appropriate spaces on campus and off campus		x			x		x	x				4			
III	4	1	Undergraduate Education	1	III.1.1	Faculty shall be encouraged and appropriately incentivized to motivate more undergraduate students to engage with their academic community and the community at large through educational experiences in both service learning and in personalized instructional contexts (studio, practicum, clinical, independent study, private lessons, research assistantships, internships, etc.)	x			x					x			3			
III	4	1	Undergraduate Education	2	III.1.2	Create programs and policies that provide appropriate and meaningful roles for the faculty in UTA's efforts to increase its reputation as a leader in outstanding undergraduate education, especially for academically talented students from historically underrepresented communities										x		2			
III	4	2	Graduate Education	1	III.2.1	Increase the number of doctoral degrees conferred per tenured / tenure-track faculty member per academic year										x		2			
III	4	2	Graduate Education	2	III.2.2	Increase the number of faculty who recruit and mentor intellectually gifted, highly motivated doctoral students from underrepresented minority groups	x	x								x		3			
III	4	3	Continuing & Professional Ed	1	III.3.1	Increase number of faculty who have spent at least one period of at least four (or six?) weeks outside the United States as part of an organized program of research, teaching, or other professional service				x							x	3			
III	4	3	Continuing & Professional Ed	2	III.3.2	Develop new masters-level graduate programs that address the needs and desires of lifelong learners to cultivate new strategic relationships within the local community				x								x	3		
III	4	3	Continuing & Professional Ed	3	III.3.3	Develop new study abroad programs that address the needs and desires of lifelong learners to develop global awareness, guided by faculty expertise and in connection with our global alumni	x			x								x	4		
III	4	4	Research & Economic Dev.	1	III.4.1	Increase faculty research expenditures (both total and restricted)				x									2		
III	4	4	Research & Economic Dev.	2	III.4.2	Each faculty member will increase the average number of significant and high-impact publications (or equivalent) produced each year, with an emphasis on work that is vetted by peer review, jury, or invitation				x									x	4	
III	4	5	Faculty & Staff Development	1	III.5.1	Faculty profiles will rise in prominence through increased numbers of faculty that receive external recognition for their outstanding professional achievement													x	x	3
III	4	5	Faculty & Staff Development	2	III.5.2	Increase the national and international profile of the university													x	x	2
III	4	6	Infrastructure & Resources	1	III.6.1	Increase the number of endowed faculty positions, thereby allowing us to attract and retain top scholars in a matter that does not unduly strain the operating budget															0
IV	5	1	Undergraduate Education	1	IV.1.1	Increase undergraduate research participation across campus	x														3
IV	5	2	Graduate Education	1	IV.2.1	Increase funding for graduate student research and creative activity	x	x		x											4
IV	5	2	Graduate Education	2	IV.2.2	Increase graduate student research participation in research, scholarship, and creative activity	x	x		x											4
IV	5	2	Graduate Education	3	IV.2.3	Increase research, scholarship, and creative collaboration with profit and nonprofit organizations in the Dallas-Fort Worth area				x											3
IV	5	3	Continuing & Professional Ed	1	IV.3.1	Provide continuing and professional education programs across the diverse set of units of the campus				x											3
IV	5	3	Continuing & Professional Ed	2	IV.3.2	Increase resources for continuing and professional education				x											3
IV	5	3	Continuing & Professional Ed	3	IV.3.3	Increase administrative, staff, and educational support for continuing and professional education faculty and programs				x											4

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IV	5	3	Continuing & Professional Ed	4	IV.3.4	Improve and enhance facilities, technologies, and creative activities require top-notch facilities, state-of-the-art technologies and computational power to support continuing and professional education			x		x		x				3	
IV	5	4	Research & Economic Dev.	1	IV.4.1	Grow and diversify extramural research funding				x		x	x		x	?	5	
IV	5	4	Research & Economic Dev.	2	IV.4.2	Enhance excellence and achievement in diverse areas of research and scholarship				x		x	x		x	x	5	
IV	5	4	Research & Economic Dev.	3	IV.4.3	Build upon current and emerging areas of research excellence to enhance the university's reputation							x		x	x	3	
IV	5	4	Research & Economic Dev.	4	IV.4.4	Strengthen the sustainability of research and scholarly productivity on the part of faculty											0	
IV	5	4	Research & Economic Dev.	5	IV.4.5	Increase research partnerships with for-profit and non-profit organizations				x	x		x		x		4	
IV	5	5	Faculty & Staff Development	1	IV.5.1	Retain and attract prestigious faculty		x		x		x			x	x	5	
IV	5	5	Faculty & Staff Development	2	IV.5.2	Retain and attract strong staff, both administrative and operational		x		x		x			x	x	5	
IV	5	5	Faculty & Staff Development	3	IV.5.3	Build faculty research and scholarship teams to include junior faculty				x		x			x	x	4	
IV	5	5	Faculty & Staff Development	4	IV.5.4	Create and support opportunities for faculty company spin-offs				x		x	x		x		4	
IV	5	6	Infrastructure & Resources	1	IV.6.1	Expand and enhance existing research, scholarship, and creative activity capabilities on campus		x		x		x	x	x	x	x	7	
IV	5	6	Infrastructure & Resources	2	IV.6.2	Build new and state-of-the-art research and scholarship facilities on campus		x		x		x	x	x	x	x	7	
IV	5	6	Infrastructure & Resources	3	IV.6.3	Enhance quality of computational facilities on campus				x			x				2	
IV	5	6	Infrastructure & Resources	4	IV.6.4	Enhance infrastructure and facilities for increased delivery of content using new technologies		x	x		x	x	x	x	x	x	8	
V	6	1	Undergraduate Education	1	V.1.1	Increase number of students who study abroad	x	x						x		x	4	
V	6	1	Undergraduate Education	2	V.1.2	Promote academic partnerships between UTA faculty and colleagues in universities abroad				x		x				x	3	
V	6	1	Undergraduate Education	3	V.1.3	Teach global competencies											0	inactive?
V	6	1	Undergraduate Education	4	V.1.4	Emphasize recruitment of international undergraduate students to UTA		x						x		x	3	
V	6	1	Undergraduate Education	5	V.1.5	Promote diversity and integration of the UTA student body campus											0	inactive?
V	6	2	Graduate Education	1	V.2.1	Increase number of graduate students who study abroad	x	x						x		x	4	
V	6	2	Graduate Education	2	V.2.2	Promote international teaching exchanges with faculty in leading universities				x		x				x	3	

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V	6	2	Graduate Education	3	V.2.3	Provide opportunities and resources for graduate students to complete fieldwork internationally	x			x				x		x	4		
V	6	3	Continuing & Professional Ed	1	V.3.1	Provide on-site / online courses leading to a certification in global competency			x		x					x	3		
V	6	3	Continuing & Professional Ed	2	V.3.2	Provide online courses leading to certifications for international audiences on selected topics		x	x		x					x	4		
V	6	3	Continuing & Professional Ed	3	V.3.3	Expand influence of UTA by providing relevant, reasonably priced career development courses for professionals in the United States and living in other countries											0	tactic?	
V	6	3	Continuing & Professional Ed	4	V.3.4	Provide internationally-focused training for companies and government agencies											0	tactic?	
V	6	3	Continuing & Professional Ed	5	V.3.5	Implement virtual and on-site conferences on international topics											0	tactic?	
V	6	4	Research & Economic Dev.	1	V.4.1	Increase UTA's research collaboration with international colleagues											0	Same as 6.1.2?	
V	6	4	Research & Economic Dev.	2	V.4.2	Partner with global corporations with Texas connections to develop research collaborations				x			x		x	x	4		
V	6	4	Research & Economic Dev.	3	V.4.3	Develop projects and products to meet the needs of international populations, especially those in low resource countries											0	tactic?	
V	6	5	Faculty & Staff Development	1	V.5.1	Increase number of faculty who are involved in international activities											0	Same as 6.1.2?	
V	6	5	Faculty & Staff Development	2	V.5.2	Emphasize the recruitment of international faculty											0	???	
V	6	6	Infrastructure & Resources	1	V.6.1	Develop an infrastructure that supports growth in international education activities across the institution	x	x								x	3		
V	6	6	Infrastructure & Resources	2	V.6.2	Increase the international profile of the university through the development of strategic agreements, affiliations, and international projects				x			x		x	x	4		
VI	7	1	Undergraduate Education	1	VI.1.1	Increase undergraduate students' abilities to create, ideate, and model the development cycle through integrated course curriculum	x	x							x		3		
VI	7	1	Undergraduate Education	2	VI.1.2	Enhance university culture to promote creativity, innovation, and entrepreneurship			x					x	x		3		
VI	7	1	Undergraduate Education	3	VI.1.3	Increase access to an inclusive environment that fosters creativity, entrepreneurship, and innovation			x					x	x		3		
VI	7	1	Undergraduate Education	4	VI.1.4	Increase access to space and technologies used for creation and prototyping							x		x		2		
VI	7	1	Undergraduate Education	5	VI.1.5	Increase undergraduate student opportunities to display, perform, or publish their creativity / innovation	x	x					x	x	x		5		
VI	7	2	Graduate Education	1	VI.2.1	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	x				x			x	x		4		
VI	7	2	Graduate Education	2	VI.2.2	Foster relationships and networking opportunities between graduate students, faculty, staff, and community entrepreneurs and industry leaders	x	x			x			x			4		
VI	7	3	Continuing & Professional Ed	1	VI.3.1	Increase the level of interaction and engagement in online classes											0	tactic?	
VI	7	3	Continuing & Professional Ed	2	VI.3.2	Increase student completion of certificate programs that reward academic credits and draw upon the deep expertise of UTA faculty and industry partners		x	x		x					x	4		

							1	2	3	4	5	6	7	8	9	10			
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VI	7	3	Continuing & Professional Ed	3	VI.3.3	Continue expansion of professional programs globally that draw upon the deep expertise of UTA faculty and industry partners		x	x		x					x	4		
VI	7	4	Research & Economic Dev.	1	VI.4.1	Increase the integration of UTA faculty's research and creative works into the scholarly output of their peers and students				x					x	x	3		
VI	7	4	Research & Economic Dev.	2	VI.4.2	For faculty creating grant-funding computational data sets, increase the number who utilize University data management services and/or a data repository for its curation				x			x		x	x	4		
VI	7	4	Research & Economic Dev.	3	VI.4.3	Expand UTA's contributions to the economic growth of DFW and North Texas					x				x		2		
VI	7	5	Faculty & Staff Development	1	VI.5.1	Promote & support cross-disciplinary teaming to address societal and quality of life challenges											0		
VI	7	5	Faculty & Staff Development	2	VI.5.2	Provide resources to foster cross disciplinary teams focused on innovative problem solving											0		
VI	7	5	Faculty & Staff Development	3	VI.5.3	Incentivize the inclusion of creative, innovative, and entrepreneurship culture into courses and research through an appropriate system of recognition, reward, and promotion											0		
VI	7	6	Infrastructure & Resources	1	VI.6.1	Increase physical and technological infrastructure dedicated to creation, innovation, and entrepreneurship											0		
VI	7	6	Infrastructure & Resources	2	VI.6.2	Improve support services dedicated to creation, innovation, and entrepreneurship											0		
VI	7	6	Infrastructure & Resources	3	VI.6.3	Establish mechanisms for the dissemination of creative, innovative and entrepreneurial thinking and doing to the broad communities outside of UTA											0		
VI	7	6	Infrastructure & Resources	4	VI.6.4	Develop a more progressive position relative to ubiquitous computing on campus in support of creation, innovation, and entrepreneurship											0		
TOTAL NUMBER OF "X":							19	27	16	24	19	19	20	25	30	29	228		
							8%	12%	7%	11%	8%	8%	9%	11%	13%	13%	100%		