

PROPOSED ACTION PLAN FOR GUIDING ASPIRATION #6 LEAD IN INNOVATION, ENTREPRENEURSHIP, AND CREATIVITY, (CIE)

UTA values and will encourage a culture of innovation, entrepreneurship, and creativity. We will be distinguished by our unwavering commitment to high-impact exploration, scholarship, and achievement.

RATIONALE AND STRATEGIC OBJECTIVES

Rationale: UTA demonstrates an unwavering commitment to creativity, innovation and entrepreneurship that foster quality enquiry, high impact exploration, scholarship and achievement. The University’s bold vision will be accomplished through engagement with local, national and global communities (academic, business, civic) as partners in scholarly-research activities that have direct university and public impact.

Strategic Objectives: Optimize the environment to inspire creative thinking, learning, and action by:

- **Developing a culture that embraces creativity, innovation and entrepreneurship.**
- **Supporting and connecting communities of creative scholars.**
- **Integrating creativity across the curriculum.**
- **Developing critical infrastructure to foster creativity, innovation and entrepreneurship.**
- **Affirming diversity of thinking, self-expression, and experiences.**
- **Establishing structures, campaign, programs, and initiatives to make this creative culture and its positive impact highly visible.**

NEAR-TERM STEPS FOR EACH OPERATIONAL PRIORITY (STRATEGY, TARGET, TACTICS)

Operational Priority #1: Undergraduate Education

Provide significant and innovative pedagogical access and meaningful student experiences to develop creativity/innovation habits of learning

<i>Strategy 7.1.1</i>	<i>Increase undergraduate students’ abilities to create, ideate, and model the development cycle through integrated course curriculum.</i>
Target	<ul style="list-style-type: none"> • 2015: Baseline measure of undergraduate students’ abilities to create, ideate, and model the development cycle (tool TBD) • 2017: 15% increase from baseline in undergraduate students’ abilities to create, ideate, and model the development cycle (tool TBD) • 2020: 25% increase from baseline in undergraduate students’ abilities to create, ideate, and model the development cycle (tool TBD)
Tactics	<ul style="list-style-type: none"> • Ensure departments encourage and promote a learning methodology of clarifying, ideating, developing and implementing. Establish departmental

	<p>incentives.</p> <ul style="list-style-type: none"> • Establish a university wide dialogue focusing on “process skills,”... strategies to reframe challenges and extrapolate and transform information, and to accept and deal with ambiguity. • Develop undergraduate learning opportunities that focus on entrepreneurship projects, where faculty or industry mentors provide students experiential learning. • Provide incentives for Faculty to review (and implement) opportunities to enhance current course offering with new strategies in creativity and innovation at the undergraduate level. • Create a new interdisciplinary course (lab, studio) focused on the development of new ideas. INNOVATION 2020 • Engage architecture and art courses/students in renovation projects across campus
Metrics to Success	<ul style="list-style-type: none"> • An annual increase of 15% of programs that include coursework that teach skills that encourage CIE. • An annual increase of 15% of students completing coursework that teaches CIE skills.
Strategy 7.1.2	<i>Enhance University culture to promote creativity, innovation, and entrepreneurship.</i>
Target	<ul style="list-style-type: none"> • 2016: Baseline measure of undergraduates’ engagement with CIE (add question(s) to Student Experience Survey) • 2018: 10% increase from baseline of undergraduates’ engagement with CIE (add question(s) to Student Experience Survey) • 2020: 20% increase from baseline of undergraduates’ engagement with CIE (add question(s) to Student Experience Survey)
Tactics	<ul style="list-style-type: none"> • Develop strategies that complement the “First Year UTA Experience” to add focus on innovation and creative strategies. • Enhance new student orientation days with presentations that include the UTA DNA that reveals creativity, innovation, and entrepreneurship insight. • Develop a Creativity/Innovation Lecture Series that provides a broad spectrum of ideas and strategies to enhance the “Creative Mind” of The University Community.
Strategy 7.1.3	<i>Increase access to an inclusive environment that fosters creativity, entrepreneurship, and innovation.</i>
Target	<p>The annual percentage of undergraduates participating in at least one of the listed tactics.</p> <p>14-15 – 5%</p> <p>15-16 – 25%</p> <p>16-17 – 30%</p> <p>18-19 – 35%</p> <p>19-20 – 50%</p>
Tactics	<ul style="list-style-type: none"> • Encourage multi-disciplinary “on demand inventiveness” participation (students, faculty, staff, and industry) that leads to a meaningful conviction that everyone is creative, and can learn to be more so.

	<ul style="list-style-type: none"> • Establish New Venture Game: develop an inclusive environment for university wide participation. • Entrepreneurship speed dating: establish interdisciplinary initiative that creates events and opportunities for undergraduates across disciplines to meet and establish cross-collaborative projects. • Establish the Entrepreneurship Club: develop an inclusive environment for university wide participators. • Commit to the development of a center for Creativity, Innovations, and Entrepreneurship on campus that provides focus, services, opportunities, and information. • Position, creativity and innovation mentors/advocates for students (and Faculty) within the “new” Center for Creativity, Innovation, and Entrepreneurship. This will include peer mentoring.
<i>Strategy 7.1.4 Increase access to space and technologies used for creation and prototyping.</i>	
Target	The annual percentage of undergraduates using CIE spaces and technologies 14-15 – 5% 15-16 – 15% 16-17 – 20% 18-19 – 25% 19-20 – 30%
Tactics	<ul style="list-style-type: none"> • Create a Large Format Digital Fabrication/Motion Creation/Imaging Development/Gaming labs which would be available to all UTA students. • Provide broad based access to software technologies for creation that enhance degree offerings but also encourages interdisciplinary projects.
Metrics to Success	<ul style="list-style-type: none"> • The Lab(s) will be open by June 2015.
<i>Strategy 7.1.5 Increase undergraduate student opportunities to display, perform or publish their creativity/innovations.</i>	
Target	<ul style="list-style-type: none"> • 2015: 10% of undergraduates displaying, performing or publishing their scholarship and creative works • 2018: 20% of undergraduates displaying, performing or publishing their scholarship and creative works • 2020: 30% of undergraduates displaying, performing or publishing their scholarship and creative works
Tactics	<ul style="list-style-type: none"> • Establish the Innovation Showcase: feature work from undergraduate students (and Graduate + Faculty) to be placed in partner venues in Dallas and Fort Worth. Explore key community investors, entrepreneurs and creative individuals of both cities. • Develop the International Exhibition and Performance Initiative: UTA will feature student (and Faculty) artistic/scholarly research within selected venues that will enhance relationships with important academic, community and government global organization. • Provide venues or dedicated nontraditional locations across campus to

	<p>perform/present/display student artistic/scholarly work that informs the university community of current activity.</p> <ul style="list-style-type: none"> • Publish digital undergraduate journals as forums for their research and creative works
Metrics to Success	<ul style="list-style-type: none"> • University sponsored/opportunities for undergraduate students to present scholarship will expand 10% annually through 2020

Operational Priority #2: Graduate Education

“Educate and graduate increasing numbers of diverse graduate students equipped to think and act creatively, innovatively, and entrepreneurially.”

Strategy 7.2.1	<i>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.</i>
Target	<ul style="list-style-type: none"> • 2015: Baseline measure of graduate students’ ability to create, ideate, and model the development cycle (tool TBD) • 2017: 15% increase from baseline in graduate students’ ability to create, ideate, and model the development cycle (tool TBD) • 2020: 25% increase from baseline in graduate students’ ability to create, ideate, and model the development cycle (tool TBD)
Tactics	<ul style="list-style-type: none"> • Inventory CIE content in key graduate courses • Identify additional courses that can accommodate CIE content • Create CIE certificate program consisting of relevant courses across various disciplines • Create CIE-oriented dual degree programs • Team-teach CIE courses using faculty from various units across campus • Offer CIE-themed seminars • Invite guest lecturers to discuss the importance of CIE in their respective fields • Cross-list CIE courses across departments, programs, and colleges • Provide incentives for faculty to incorporate additional experiential learning activities into their respective courses • Strengthen the focus on experiential learning/applied projects in more graduate courses • Increase the number of graduate internship opportunities in organizations where CIE is valued • Engage architecture and art graduate students in renovation projects across campus

Strategy 7.2.2	<i>Foster relationships and networking opportunities between graduate students, faculty, staff, and community entrepreneurs and industry leaders.</i>
Target	<ul style="list-style-type: none"> • 2015/2016: 15% increase (in comparison to 2014/2015) in number of internship/practical application opportunities provided to graduate students • 2017/2018: 25% increase (in comparison to 2014/2015) in number of internship/practical application opportunities provided to graduate students • 2019/2020: 30% increase (in comparison to 2014/2015) in number of internship/practical application opportunities provided to graduate students • 2015/2016: 15% increase (in comparison to 2014/2015) in number of services hours provided to mentor graduate students by faculty, staff, and community entrepreneurs and industry leaders • 2017/2018: 25% increase (in comparison to 2014/2015) in number of services hours provided to mentor graduate students by faculty, staff, and community entrepreneurs and industry leaders • 2019/2020: 30% increase (in comparison to 2014/2015) in number of services hours provided to mentor graduate students by faculty, staff, and community entrepreneurs and industry leaders
Tactics	<ul style="list-style-type: none"> • Provide networking opportunities with local entrepreneurs, inventors, and other creative individuals • Invite local entrepreneurs, inventors, and other creative individuals to speak to graduate students in appropriate classes, UT Arlington’s Entrepreneurship Society events, and other venues • Provide incentives for faculty to more fully engage and mentor graduate students’ CIE aspirations • Provide incentives for faculty to more fully engage with the local community’s creative class • Strengthen graduate student placement services • Promote CIE accomplishments of students, faculty and alumni • Create an infrastructure to coordinate and support a more robust internship program

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Operational Priority #3: Professional and Continuing Education Globally

“Enable unparalleled access to knowledge and continuing education to ensure an informed global citizenry, expand our outreach and engage globally.”

Strategy 7.3.1	<i>Increase the level of interaction and engagement in online classes</i>
Target	<ul style="list-style-type: none"> ● 2015: Establish baseline measurement of interaction and engagement with the National Survey of Student Engagement ● 2017: 15% increase from baseline the level of online student interaction and engagement ● 2020: 25% increase from baseline the level of online student interaction and engagement
Tactics	<ul style="list-style-type: none"> ● Expand creation of online courses that foster team interaction ● Create virtual classrooms that connect with international destinations ● Use real-time, dynamic technology to foster two-way conversations and learning ● Use online tools to enable robust learning interactions ● Explore emerging technologies as a tool to connect online learners to the UTA community and culture
Strategy 7.3.2	<i>Increase student completion of certificate programs that reward academic credit and draw up on the deep expertise of UTA faculty and industry partners</i>
Target	<ul style="list-style-type: none"> ● 2016: 500 certificates awarded ● 2018: 1,000 certificates awarded ● 2020: 3,000 certificates awarded
Tactics	<ul style="list-style-type: none"> ● Market analysis of needs for College and School-based certificates in fields grounded in creativity, innovation and entrepreneurship ● Review the process for review of new certificates to encourage entrepreneurial development of College-based certificates -implementation ● Develop and launch a number of new College and School-based certificate programs based on market analysis, such as: <ul style="list-style-type: none"> ○ Skills development in digital fabrication and advanced manufacturing ○ Skills development in entrepreneurship ○ Skills development in data visualization ○ Skills development in mobile app-development ○ Skills development in creative thinking and idea generation ● Survey departments and colleges to review need and competition within the university (including continuing education). All parties should be aware of development and how it may impact their area.
Metrics to	<ul style="list-style-type: none"> ● Develop and launch 2 new certificate programs by December 2015

Success	<ul style="list-style-type: none"> • Develop and launch 6 new certificate programs by December 2018
Strategy 7.3.3	<i>Continue expansion of professional programs globally that draw upon the deep expertise of UTA faculty and industry partners</i>
Targets	<ul style="list-style-type: none"> • 2016: 5% increase in number of students participating in professional programs • 2018: 10% increase in number of students participating in professional programs • 2020: 15% increase in number of students participating in professional programs
Tactics	<ul style="list-style-type: none"> • Develop an inventory of UTA online and in-person professional programs offered globally • Expansion of Nursing program in niche markets • Expansion of Executive MBA program beyond China • Development of Healthcare Administration online program for Central and South America • Use a diversity of online media tools to disseminate and market online learning products

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Operational Priority #4: Research and Economic Development

“Substantially enhance capacity and productivity in research, scholarship, and creative activity to advance knowledge, enhance education, and catalyze economic development and global competitiveness of the region and the State.”

Strategy 7.4.1	<i>Increase the integration of UT Arlington faculty’s research and creative works into the scholarly output of their peers and students.</i>
Target	<ul style="list-style-type: none"> • 2016: 10% increase in the citation, mention, and downloading of faculty creative works (Tool being developed by the library) as compared to 2014/2015 • 2018: 15% increase in the citation, mention, and downloading of faculty creative works (Tool being developed by the library) as compared to 2014/2015 • 2020: 20% increase in the citation, mention, and downloading of faculty creative works (Tool being developed by the library) as compared to 2014/2015
Tactics	<ul style="list-style-type: none"> • Increase deposits of faculty and student scholarly works (e.g., articles, presentations, exhibit, lectures, data) in the University’s Institutional Repository • Create a Faculty Publishing Fund to support faculty publishing in high

	<p>quality open access journals</p> <ul style="list-style-type: none"> • Create an Innovation Incubator to provide small innovation grants to faculty and graduate students to produce short term quantifiable outcomes. (Grants come with the requirement that recipients must publish outcomes in both an academic and popular journal within 12 months of grant award.) • Develop a UTA Innovation Showcase to feature work from faculty and students in partner venues in Dallas and Ft. Worth. Kickoff the Showcase with an event with key community investors, entrepreneurs, and the creative classes of both cities. • Provide infrastructure for hosting digital journals developed at UTA • Create an open access UTA Digital Press – would be one of only two in the U.S.
Strategy 7.4.2	<i>For faculty creating grant-funded computational data sets, increase the number who utilize University data management services and/or a data repository for its curation</i>
Target	<ul style="list-style-type: none"> • 2016: 5% of these faculty will utilize data management services • 2018: 10% of these faculty will utilize data management services • 2020: 15% of these faculty will utilize data management services • 2016: 10% of these faculty will make their computational data publically available • 2018: 20% of these faculty will make their computational data publically available • 2020: 30% of these faculty will make their computational data publically available
Tactics	<ul style="list-style-type: none"> • Recognize faculty who make their research data openly available for use by other scholars • Develop a Data Repository for deposit and access to UTA research data • Provide resources to assist in development of data management plans for grants
Metrics to Success	<ul style="list-style-type: none"> • Creation of University-based data management services by June 2015.
Strategy 7.4.3	<i>Expand UTA’s contributions to the economic growth of DFW and north Texas</i>
Target	<p>2018: 5% increase in the value of UTA’s economic impact (Tool: Business activity impact report, http://www.uta.edu/economicimpact/)</p> <p>2020: 10% increase in the value of UTA’s economic impact (Tool: Business activity impact report, http://www.uta.edu/economicimpact/)</p>
Tactics	<ul style="list-style-type: none"> • Establish an Entrepreneurship Center at UTA to serve as a liaison to community stakeholders by fostering entrepreneurial activity (CIE?) • Create an Innovation Incubator to provide small innovation grants to faculty and graduate students to produce short term quantifiable outcomes.

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Operational Priority #5: Faculty and staff

“Provide a stimulating environment that unleashes faculty creativity, innovation and entrepreneurship as well as staff engagement in creatively providing support to ensure quality teaching, learning and research.”

Strategy 7.5.1	<i>Promote & support cross-disciplinary teaming to address societal and quality of life challenges</i>
Target	<ul style="list-style-type: none"> • 2016: 15% of faculty participate in crowd-sourcing and Blue-Sky teams • 2018: 25% of faculty participate in crowd-sourcing and Blue-Sky teams • 2020: 50% of faculty participate in crowd-sourcing and Blue-Sky teams
Tactics	<ul style="list-style-type: none"> • Create UTA’s crowd-sourcing platform to engage faculty & staff in current problem solving & provide incentives for participation • Foster Blue-Sky thematic teams among faculty & staff across disciplines & Units
Strategy 7.5.2	<i>Provide resources to foster cross-disciplinary teaming to encourage innovative problem solving.</i>
Target	<ul style="list-style-type: none"> • 2016: 10% increase in the number of cross-disciplinary teams focused on innovative problem solving • 2018: 15% increase in the number of cross-disciplinary teams focused on innovative problem solving • 2020: 25% increase in the number of cross-disciplinary teams focused on innovative problem solving
Tactics	<ul style="list-style-type: none"> • Create a comprehensive data base for all CIE-related hardware and software available at UTA • Offer one day/month for staff to work on a problem and/or initiative in service to the University outside of day-to-day tasks • Encourage staff working groups, facilitate interactions and sharing of solutions to current administrative challenges • Implement a user-friendly resource sharing policies across Colleges and departments • Offer competitive cost sharing for cross-disciplinary research and instrumentation proposals • Increase opportunities for staff development and continuous improvement in the use of novel tools and techniques • Provide semester development leaves for faculty or teams of faculty to pursue CIE endeavors • Implement a comprehensive startup program encompassing technical, business and legal components

	<ul style="list-style-type: none"> • Expand the visiting scholars program to enable faculty with complementary expertise to work on innovative solutions. • Promote the development and team-teaching of cross-disciplinary capstone design project courses leveraging advanced interactive and collaborative delivery
Strategy 7.5.3	<i>Incentivize the inclusion of creative, innovative, and entrepreneurship culture into courses and research through an appropriate system of recognition, reward, and promotion</i>
Targets	<ul style="list-style-type: none"> • 2016: 15% increase in the number of faculty including creative, innovative, and entrepreneurship culture in their courses and research • 2018: 30% increase in the number of faculty including creative, innovative, and entrepreneurship culture in their courses and research • 2020: 50% increase in the number of faculty including creative, innovative, and entrepreneurship culture in their courses and research
Tactics	<ul style="list-style-type: none"> • Expand the concept of “independent research program” as a criteria for Tenure and Promotion to encompass cross-disciplinary team research • Underscore innovativeness in assessing faculty performance • Nominate faculty & staff and teams of faculty & staff for CIE - related awards and provide support for developing competitive applications • Publicize faculty and staff creative accomplishments • Reflect UTA’s creative and innovative campus image through inspiring art, architecture, landscaping, design, etc... • Initiate a <i>1% for the Arts</i> provision for all new construction on any UTA property. • Engage architecture and art faculty in renovation projects across campus
Metrics to Success	<ul style="list-style-type: none"> • Increase nomination of faculty & staff for CIE-related awards by 50% in AY 2019-2020 compared to AY 2013-2014

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Operational Priority #6: Infrastructure and Resources

“Provide critical infrastructure and allocate the necessary resources to foster creativity, innovation and entrepreneurship at the highest level.”

Strategy 7.6.1	<i>Increase physical and technological infrastructure dedicated to creation, innovation and entrepreneurship</i>
Target	Annual increase in the development of creative spaces as well as expenditures on technology that create capacity for CIE 14-15 – 5% 15-16 – 15% 16-17 – 20% 18-19 – 25% 19-20 – 30%
Tactics	<ul style="list-style-type: none"> • Create a <i>Digital Fabrication Research and Teaching Lab</i> on the main campus with mid to large format equipment. • Develop a <i>Center for Creativity and Innovation</i>, focused on fostering idea generation and creativity, in a neutral location with staffing and services available to all students and faculty. • Foster creation of digital humanities projects • Reflect UTA’s creative and innovative campus image through inspiring art, architecture, landscaping, design, etc... • Initiate a <i>1% for the Arts</i> provision for all new construction on any UTA property. • Engage architecture and art students and faculty in renovation projects across campus
Strategy 7.6.2	<i>Improve support services dedicated to creation, innovation and entrepreneurship</i>
Target	<ul style="list-style-type: none"> • 2016: 60% UT Arlington’s faculty, staff, and students are satisfied with CIE support services (tool TBD) • 2017: 75% UT Arlington’s faculty, staff, and students are satisfied with CIE support services (tool TBD) • 2020: 90% UT Arlington’s faculty, staff, and students are satisfied with CIE support services (tool TBD)
Tactics	<ul style="list-style-type: none"> • Enable an on-demand printing program or service to allow quick printing of professional quality books and creative works by and for faculty, student and community • Provide a process for faculty and academic departments to publish digital open access journals. • Create and maintain a dynamic inventory of UTA equipment and technologies for fabrication, creativity and manufacturing. • Strategically hire staff specialists with skills to support users in creative lab spaces and foster interdisciplinary engagement.

Strategy 7.6.3	<i>Establish mechanisms for the dissemination of creative, innovative and entrepreneurial thinking and doing to the broader communities outside of UTA</i>
Targets	<ul style="list-style-type: none"> • 2016: Baseline measure of community involvement with an off-campus institute for community outreach focusing on creativity development. • 2018: 25% increase from baseline in community involvement with an off-campus institute for community outreach focusing on creativity development. • 2020: 50% increase from baseline in community involvement with an off-campus institute for community outreach focusing on creativity development.
Tactics	<ul style="list-style-type: none"> • Develop an off-campus institute for community outreach focusing on creativity development. • Working through the communications office, develop a unified strategy for communicating all gallery exhibitions/shows, performances, and public lectures taking place on campus. • Develop an online environment to communicate UTA cross-disciplinary successes in applying creative thinking in the classroom , lab, events, etc.
Strategy 7.6.4	<i>Develop a more progressive position relative to ubiquitous computing on campus in support of creation, innovation and entrepreneurship</i>
Targets	<ul style="list-style-type: none"> • 2015: Baseline measure of student, staff and faculty satisfaction with effectiveness of University technology resources to enable CIE initiatives • 2018:25% increase from baseline in student, staff and faculty satisfaction with effectiveness of University technology resources to enable CIE initiatives • 2020: 50% increase from baseline in student, staff and faculty satisfaction with effectiveness of University technology resources to enable CIE initiatives
Tactics	<ul style="list-style-type: none"> • Balancing needs for data security with our high ambitions to foster creativity and innovation • Make hardware and software policies more transparent and unified across campus. • Increase the number of suites and seats offered in support of CIE related activities • Encourage classrooms to become ‘untethered’ through more robust wifi and technology infrastructural support across campus. • Encourage cloud-based learning scenarios. • Create virtual learning labs throughout campus for both interdisciplinary exchange and for inter-institutional exchange. • Improve technology infrastructure in classrooms, with increased investment in smart boards, interactive environments for student/ professor exchanges, and digital projectors, screens or televisions as needed.