From R1 to T1 & Beyond
The 21st Century Urban Research University

Academy of Distinguished Teachers
February 15, 2019
Goals for Today

- Review of Draft of Updated Strategic Plan
- Seek input
  - Role of the academy
  - How do we elevate teaching
  - How do we enhance teaching innovation & excellence
- Develop a path forward
Strategic Plan 2020 → 2023 → 2025

www.uta.edu/strategicplan
Mechanisms for Input (2018)

- Leadership Meeting
- Task Team Meetings
- Dean’s Council
- Meetings in Colleges
- President’s Advisory Board
- UT System & UT System Regents
- CoLA Chairs
- SAC
- Strategic Planning Sessions: October 5, 10; November 5, 12
## Continuing Campus Wide Discussions

### Four Symposia on THEMES

<table>
<thead>
<tr>
<th>Symposia</th>
<th>Date</th>
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<tbody>
<tr>
<td>Symposium on Sustainable Urban Communities</td>
<td>February 5, 2019</td>
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<tr>
<td>Symposium on Global Environmental Impact</td>
<td>March 20, 2019</td>
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<tr>
<td>Symposium on Health and the Human Condition</td>
<td>April 18, 2019</td>
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<tr>
<td>Symposium on Data Driven Discovery</td>
<td>May 8, 2019</td>
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### Additional Discussion Sessions in Spring Semester

<table>
<thead>
<tr>
<th>Discussion Session</th>
<th>Date</th>
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<tbody>
<tr>
<td>Meeting with Academic Advising</td>
<td>January 29, 2019</td>
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<tr>
<td>Meeting with the Academy of Distinguished Teachers</td>
<td>February 15, 2019</td>
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<tr>
<td>Meeting with the Academy of Distinguished Scholars</td>
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<tr>
<td>Forum on Student Success &amp; Recruitment</td>
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<td>Forum on Research</td>
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<td>Forum on Faculty &amp; Staff Excellence</td>
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<tr>
<td>Forum on Corporate Partnerships</td>
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<tr>
<td>Forum on Institutional Advancement</td>
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</table>
FOCUS
- Global Impact through Enabling a Sustainable Megacity

GUIDING THEMES
- Health and the Human Condition
- Sustainable Urban Communities
- Global Environmental Impact
- Data-Driven Discovery

GUIDING ASPIRATIONS
- Transform the student experience by enhancing access and ensuring success
- Engage in high-impact research and scholarship
- Build on faculty excellence to strengthen academic programs
- Strengthen collaboration with corporate and nonprofit sectors
- Enhance visibility and impact through global engagement
- Lead in creativity, innovation, and entrepreneurship

OPERATIONAL PRIORITIES
- Business organization
- Physical infrastructure
- Institutional advancement
- Talent and climate
- Student recruitment enterprise
- Technology
Focus: Enabling the Sustainable Megacity

1. Be the intellectual center and the provider of intellectual capital / workforce for the Megacity
2. Be the research and innovation engine for the Megacity
3. Be the enabler of healthy living for the Megacity
4. Be the resource to ensure sustainable growth and resource delivery for the Megacity
5. Be the catalyst and connector for sociocultural and economic engagement globally for the Megacity
GUIDING THEMES
- Health and the Human Condition
- Sustainable Urban Communities
- Global Environmental Impact
- Data-Driven Discovery
Theme I: Health & the Human Condition

- Expand interdisciplinary research centers to enhance health research
- Build the North Texas Genome Center to advance the Science of Genetics including associated bioethics
- Launch an academic unit for “Exercise and Population Health”
- Build partnership programs with hospitals and healthcare administration
- Establish a Center for the study of community, justice, and civic life
- Establish a Center of Excellence in Disability & Special Needs Studies
Theme II: Sustainable Urban Communities

- Enhance Leadership in Transportation
- Establish a “Design-Build” Center
- Establish Centers of Excellence in Built Infrastructure Renewal and Advanced Construction Materials
- Position UTA as a Nexus for Cross-Cultural Understanding, and Creative & Cultural Activities
- Establish a Focused Effort on the Wellbeing & Education of Urban Populations
- Drive Innovation & Entrepreneurship for Urban Economic Growth
Theme III: Global Environmental Impact

- Enhance Academic Offerings and Community Engagement Through the Institute for Sustainability & Global Impact
- Develop Programs Related to Environmental Health & Safety
- Establish a Center of Excellence in Water Resources, Planning and Policy
- Develop a Program in Resource Engineering &/or Chemical Engineering
- Enhance Programs in Energy Management, Sustainability, and Efficiency
Theme IV: Data Driven Discovery

- Establish Leadership in Data Science and Analytics
- Become a Research Leader in Artificial Intelligence and Machine Learning
- Establish Leadership in Smart Megacity Analytics
- Establish Expertise and Degree Programs in Bioinformatics and Biotechnology
- Create an Interdisciplinary Thrust in the Digital Humanities
GUIDING ASPIRATIONS
- Transform the student experience by enhancing access and ensuring success
- Engage in high-impact research and scholarship
- Build on faculty excellence to strengthen academic programs
- Strengthen collaboration with corporate and nonprofit sectors
- Enhance visibility and impact through global engagement
- Lead in creativity, innovation, and entrepreneurship
GA I: Transform the Student Experience by Enhancing Access & Ensuring Success

- Focus on Holistic Student Success
- Increase Access to Higher Education
- Enhance the Student Experience to Increase Social Belonging, Pride, and Lifelong Connections to UTA
- Establish *UTA Digital* to be a Leader in the Digital Delivery of Education
- Prepare for the Future of the Workforce through the Maverick Advantage Program
Differentiating Our Students

“Maverick Imperatives” Define What We Do
1. Educate Beyond the Classroom
2. Create Lifelong Educational Paths
3. Ensure Student Success
4. Cultivate Faculty and Staff
5. Serve the Community Near and Far

Five Distinguishing Characteristics Enhance Student Learning
1. Career Development
2. Community Engagement
3. Global Connections
4. Leadership
5. Undergraduate Research

Continuous Improvement
GA II: Engage in High Impact Research & Scholarship

- Enhance Research Productivity & Economic Impact
- Increase Student Participation in Research
- Enhance Faculty and Staff Recognition Nationally and Internationally
- Increase Research Communications to Improve Reputation and Rankings
- Grow and Develop Impactful Research Centers
- Expand Research Partnerships and Scholarly Contributions
GA III: Build on Faculty & Staff Excellence to Strengthen Academic Programs

- Establish a Center for Research in Teaching and Learning Excellence (CRTLE)
- Establish a Center for e-Learning Support and Development
- Increase Focus on the Women’s Faculty & Staff Network (WFSN)
- Increase the Number of Tenure and Tenure Track Faculty
- Increase the Number of Endowed Faculty Fellowships, Professorships & Chairs
- Invest in Administrative and Professional Staff
- Enhance Faculty Visibility and Reputation
GA IV: Strengthen Collaboration with the Corporate & Nonprofit Sectors

- Establish a Corporate Service & Training Center
- Establish an International Corporate Training Program
- Establish “Fast Track” Advanced Degree and Certificate Programs
- Develop a Student Employability Plan Inclusive of Internships
- Expand Partnerships and Services to Improve Local, State and Regional Economies
GA V: Enhance Visibility & Impact Through Global Engagement

- Develop an Institute for Global Engagement and Education
- Establish UTA as a Nexus Between Strategic International Locations, Corporate and Non-Profit Entities, and the Metroplex
- Enhance the Interdisciplinary “Design-Build” Program as a Platform for International Engagement
- Expand Water and Sustainability Research to Address Global Resource Challenges
- Expand Global Health Initiatives
GA VI: Lead in Creativity, Innovation & Entrepreneurship

- Accelerate Intellectual Property Generation, Commercialization, and Entrepreneurship
- Establish a Student Entrepreneurship Program
- Strengthen the Culture of Innovation Across Campus
- Develop UTA as a Nexus for Creative Activities in DFW
Structure

OPERATIONAL PRIORITIES
- Business organization
- Physical infrastructure
- Institutional advancement
- Talent and climate
- Student recruitment enterprise
- Technology

GUIDING ASPIRATIONS

GUIDING THEMES

FOCUS
OP I: Business Organization

- Provide Technology Solutions for Improved Access to Data and Reporting
- Enhance the Fiscal Structure to Support the University’s Strategic Plan
- Optimize Operations Through a Robust Data Environment
- Improve Business Processes and Operational Efficiencies
- Enhance Processes for the Digital Delivery of Knowledge
OP II: Physical Infrastructure

- Construct New Facilities to Support Teaching, Research, and Student Services
- Develop Spaces to Enhance Campus Engagement & Sense of Belonging
- Revitalize Space and Extend Asset Life Through Renovation and Addressing Deferred Maintenance
- Modernize Athletic Facilities to Expand Programs
- Enhance Commercial Development Around UTA
OP III: Institutional Advancement

- Enhance & Increase Fundraising at all Levels
- Create a Nationally Recognized Donor Stewardship and Engagement Program
- Engage Corporate Stakeholders Purposefully, Personally, and Professionally
- Create an Alumni Program to Increase Measurable Engagement with the University
- Enhance Community Relations to Increase Local and State Resources
- Increase National Visibility and Rankings
OP IV: Talent and Climate

- Modernize HR Systems
- Enhance Talent Development
- Strengthen Culture and Ethos
- Focus on Diversity and Inclusion
- Enhance the *Community That Cares* Awareness Campaign and it’s Effectiveness
OP V: Student Recruitment Enterprise

- Strengthen Strategic Partnerships with High Schools, School Districts, and Community Colleges
- Enhance Operational Efficiencies and Implement a CRM System
- Expand Enrollment of High Achieving First Time in College (FTIC) Students
- Become the Top Destination for Transfer Students in Texas
- Enhance Quantity and Quality of Graduate Enrollment
- Expand and Diversify the Enrollment of International Students from Increasingly Diverse Global Regions
- Enhance the Profile of Campus Visitor Events and Increase the Number of Visitors
- Increase Financial Support and Decrease Student Debt
OP VI: Technology

- Refresh Campus Networks Including Telephone System and Security Tools
- Implement the Future Learning Management System (LMS)
- Enhance MyMAV to Support Current On-line Program Starts and the UTA Digital Business Model
- Implement PeopleSoft Cloud Tools
- Implement a CRM to Support Strategic Initiatives
- Establish an Effective Research Support Organization
- Support the Adoption of the SAS Analytics and Civitas Tools
- Evaluate Toolsets and University Needs to Support Classroom Technology
Next Steps

- Continue making progress on ongoing initiatives
- Further develop tactics and strategies for new initiatives
- Implement a tracking & assessment mechanism (PlanView)

- Continue the focus on teaching excellence and enhancing teaching innovation
  - New Initiatives
  - Awards
4 strategic planning sessions were held in late 2018 with over 250 faculty & staff.

- Friday, October 5
- Wednesday, October 10
- Monday, November 5
- Monday, November 12

### Participation by College/Division

<table>
<thead>
<tr>
<th>College/Division</th>
<th>Participation</th>
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<tbody>
<tr>
<td>Non-Academic Divisions</td>
<td>101</td>
</tr>
<tr>
<td>College of Engineering</td>
<td>61</td>
</tr>
<tr>
<td>College of Science</td>
<td>21</td>
</tr>
<tr>
<td>School of Social Work</td>
<td>21</td>
</tr>
<tr>
<td>College of Architecture, Planning and Public Affairs</td>
<td>15</td>
</tr>
<tr>
<td>College of Liberal Arts</td>
<td>11</td>
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<tr>
<td>College of Education</td>
<td>8</td>
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<tr>
<td>College of Nursing and Health Innovation</td>
<td>7</td>
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<tr>
<td>College of Business</td>
<td>5</td>
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## Strategic Plan: Themes

<table>
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<tr>
<th>HEALTH AND THE HUMAN CONDITION</th>
<th>UTA will focus on health and the human condition through an understanding of complex interactions. We will explore health management within physical, mental, emotional, and social contexts. Health innovations will be distinguished by diagnostic, prognostic, and technological advancements. We will explore the effects of transformations in cultural expression, social networks, and the material world on the human condition. Together the focus will help people live healthier, and happier lives.</th>
</tr>
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<tr>
<td>SUSTAINABLE URBAN COMMUNITIES</td>
<td>UTA will focus on the interrelationship between natural, built, economic, cultural and social environments on community sustainability and work with community partners to implement ideas to improve livability of cities, the metropolex, the state and beyond. Learning from the past and present to ensure a sustainable future, UTA will understand and interpret demographic change and the broad spectrum of human capital. We will strengthen inter-connectedness between individuals and the community by fostering an appreciation for the varieties of human experience, and through the creation of a vibrant creative and cultural ethos.</td>
</tr>
<tr>
<td>GLOBAL ENVIRONMENTAL IMPACT</td>
<td>UTA will address critical issues that affect our planet, including climate change, energy, water, disasters, and pollution. By analyzing global population dynamics, we will develop an understanding of our world—and solutions for its problems—through avenues ranging from environmental economics to history.</td>
</tr>
<tr>
<td>DATA DRIVEN DISCOVERY</td>
<td>UTA will focus on inter-disciplinary advances in data science and analytics to enable computation-based discoveries, propel research in all fields, and develop new technologies for society. We will use big data to discover and share new state-of-the-art information, as well as enhance existing knowledge.</td>
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**Strategic Plan: Guiding Aspirations**

<table>
<thead>
<tr>
<th>GUIDING ASPIRATION I: TRANSFORM THE STUDENT EXPERIENCE BY ENHANCING ACCESS &amp; ENSURING SUCCESS</th>
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<tbody>
<tr>
<td>UTA is committed to enhancing access to unparalleled knowledge and education, while simultaneously ensuring the highest standards of quality. We care about the success of students and will focus on providing a transformational growth experience for them.</td>
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<tr>
<th>GUIDING ASPIRATION II: ENGAGE IN HIGH IMPACT RESEARCH AND SCHOLARSHIP</th>
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<tr>
<td>UTA will strengthen inter- and trans- disciplinary fundamental and translational research and scholarship that has high impact on society through enhanced development and application of knowledge.</td>
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<tr>
<th>GUIDING ASPIRATION III: BUILD ON FACULTY &amp; STAFF EXCELLENCE TO STRENGTHEN ACADEMIC PROGRAMS</th>
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<tbody>
<tr>
<td>UTA will enhance its academic programs by enabling our talented employees to achieve higher levels of excellence and by recruiting and retaining outstanding faculty and staff from around the world.</td>
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<tr>
<th>GUIDING ASPIRATION IV: STRENGTHEN COLLABORATION WITH CORPORATE AND NONPROFIT SECTORS</th>
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GUIDING ASPIRATION 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. Engaging with other cultures and countries challenges our beliefs, expands our thinking, and broadens our worldview. To ensure its success in the 21st-century, UTA must continue to embrace a global perspective.

GUIDING ASPIRATION VI: LEAD IN CREATIVITY, INNOVATION, AND ENTREPRENEURSHIP

UTA will be distinguished by its unwavering commitment to inquiry, high-impact exploration, scholarship, and achievement through encouraging a culture of creativity, innovation, and entrepreneurship.
## Strategic Plan: Business Operations

<table>
<thead>
<tr>
<th>Category</th>
<th>Focus</th>
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<tbody>
<tr>
<td><strong>BUSINESS ORGANIZATION</strong></td>
<td>UTA will focus on technologies, financial models, operational performance and innovation to support the long term growth and financial health of the university.</td>
</tr>
<tr>
<td><strong>PHYSICAL INFRASTRUCTURE</strong></td>
<td>UTA will focus on the physical development of the campus in support of the university’s mission with emphasis on student success and engagement, an outstanding learning environment, research enhancement and sustainability.</td>
</tr>
<tr>
<td><strong>INSTITUTIONAL ADVANCEMENT</strong></td>
<td>UTA will focus on articulating clear messages of UTA’s purpose and its accomplishments, more deeply engage alumni and friends. Institutional Advancement (IA) will garner more support and increase resources in support of the University’s strategic plan to benefit our students, our state, the nation and the world.</td>
</tr>
<tr>
<td><strong>TALENT AND CLIMATE</strong></td>
<td>UTA will focus on providing quality HR services to UTA faculty, staff, and students that promote positive employee relations and talent management solutions.</td>
</tr>
<tr>
<td><strong>STUDENT RECRUITMENT ENTERPRISE</strong></td>
<td>Develop a state-of-the-art student enrollment operation that leads to attracting high quality students and building strong partnerships with key educational stakeholders.</td>
</tr>
<tr>
<td><strong>TECHNOLOGY</strong></td>
<td>UTA is committed to providing a resilient infrastructure and support organization that supports its mission of being the premier state institution in offering student-centered, research-focused, innovative solutions to the issues facing our region, state, country and world.</td>
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