THEME I: HEALTH AND THE HUMAN CONDITION

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.

Strategic Initiative	Tasks, Milestones & Metrics
Expand Interdisciplinary Research Centers to Enhance Health Research	• Establish a new center annually in select areas including bone and musculoskeletal health, brain trauma, healthy aging, medical devices, and imaging. • Host at least one NIH funded Center of Excellence by 2022. • Recruit a STARs faculty member to establish and direct the Center for Engineering in Medicine by Fall 2020.
Build the North Texas Genome Center (NTGC) to Advance the Science of Genetics including Bioethics	• Create an omics focus at SEIR to enhance research programs, faculty recruiting and retention, and establishing new strategic partnerships generating $3M in research per year by 2022. • Build faculty expertise in genomics and genetic informatics to include five new faculty member hires by 2022. • Launch new degree programs and certificates in genomics & proteomics by Fall 2019. • Launch a specialization and minor in Bioethics by Fall 2020.
Launch an Academic Unit for "Exercise and Population Health"	• Launch by Spring 2020 and increase enrollment by 10% annually through 2025. • Increase tenure and tenure track faculty in this area by three each year until 2025. • Increase "on campus" first time freshman, and grow online BS Public Health program.
Build Partnership Programs with Hospitals and in Healthcare Administration	• Establish meaningful partnerships with healthcare providers and hospitals by Spring 2019. • Establish training certification programs for UT System Health Related Institutions, professionals and hospitals by Fall 2019. • Hire a Professor of Practice faculty member each year until critical size is reached to make this a nationally recognized program. • Expand academic offerings for medical interpreters/translators.
Establish a Center for the Study of Community, Justice and Civic Life	• Create a civic forum to address community needs and to leverage faculty expertise to provide policy solutions. • Provide policy makers with data necessary to understand current community issues and concerns.
Establish a Center of Excellence in Disability & Special Needs Studies	• Launch a center as an interdisciplinary effort with collaboration by at least three colleges by 2020. • Secure external funding for the Center by 2020. • Grow the faculty by at least one new faculty member per year through 2022. • Launch a degree program by Fall 2020.

THEME II: SUSTAINABLE URBAN COMMUNITIES

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 metroplex, 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.

Strategic Initiative	Tasks, Milestones & Metrics
Enhance Leadership in Transportation	• Leverage CTEDD to add 100 students and award a minimum of 10 PhDs each year by 2021. • Form a consortium of companies, local/state/federal agencies and non-profit entities to serve as a think tank, provide consulting services and conduct pre-competitive research in transportation. • Enhance our status internationally as a transportation research hub through strategic partnerships.
Establish a "Design-Build" Center	• Implement the Design Build Center by 2021. • Increase undergraduate program enrollment by 100 and graduate enrollment by 50 students beginning in 2020. • Increase external support by $1M additionally each year. • Establish new undergraduate program in sustainable urban design.
Establish Centers of Excellence in Built Infrastructure Renewal and Advanced Construction Materials	• Gain $1M per year in new research in support of the Center of Excellence in Built Infrastructure by 2020. • Increase funded research to $4M per year by 2021. • Add 10 funded scholarships in built infrastructure renewal.
Position UTA as a Nexus for Cross-Cultural Understanding, and Creative and Cultural Activities	• Create dual degree programs for undergraduates across majors • Establish a center, programs and certificates in cultural competence and expand capacity in strategic languages. • Establish regional Fine Arts Advisory Board to coordinate with community and industry by Fall 2019. • Create internship programs with Arlington and DFW cultural organizations. • Host international Fine Arts events annually at UTA.
Establish a Focused Effort on the Wellbeing and Education of Urban Populations	• Establish a Center for Social Connections to address social-wellbeing including focused efforts on promoting effective ways of coping with social isolation, homelessness and drug dependency and deepen social connections and community for vulnerable populations by 2020. • Establish Work-Based Training and certificate programs for Texas retirees and seniors to enhance economic prosperity. • Establish a Center for Educational Research, Policy, and Practice to improve K-16 education in Texas and the nation. • Enhance and expand bilingual education, ESL teaching and learning, and technology education.
Drive Innovation and Entrepreneurship for Urban Economic Growth	• Identify and hire faculty to fill the Eunice & James L. West Professorship of Private Enterprise and Entrepreneurship by Spring 2020. • Assist entrepreneurs and drive innovation and economic growth in urban areas by leveraging the College of Business' predictive urban growth models. • Establish new academic program in Philanthropy by end of 2019.

THEME III: GLOBAL ENVIRONMENTAL IMPACT

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.

Strategic Initiative	Tasks, Milestones & Metrics
Enhance Academic Offerings and Community Engagement through the Institute for Sustainability and Global Impact (ISGI)	• Strengthen existing and develop new interdisciplinary programs including in sustainable urban design with 100 new students per program in ISGI. • Hire new faculty and build a team around existing faculty expertise to increase external funding by $1M by Fall 2020 and $5M by 2025. • Expand the current Sustainability Institute to a university level a Center for Sustainable Urban Communities by Spring 2019. • Identify and leverage current and new work of the institute to create a "Consultancy Bureau" for sustainability in the community.
Develop Programs on Environmental Health and Safety (EH&S)	• Launch a master's degree in EH&S by Fall 2019. • Enhance training certifications in EH&S to be offered in online and short course format by Spring 2020. • Launch an undergraduate specialization in EH&S by Fall 2020. • Develop an international certification in this area as well as certification for federal and state agencies by Spring 2020. • Enhance programs with the Texas Commission on Environmental Quality and the Environmental Protect Agency.
Establish a Center of Excellence in Water Resources, Planning and Policy	• Strengthen Research in Urban Water Resources and hire a nationally recognized faculty member, achieve $5M in external funding by Fall 2021. • Develop strong ties to Texas Water Resource Authorities and other agencies to enhance research and training efforts with a goal $1M in funding by Fall 2019 and $3M by Fall 2021. • Establish an Interdisciplinary Research Thrust in Water Quality and Environment by Fall 2019 with a goal of two new multidisciplinary proposals per year. • Build strengths in Analytics Related to Water Planning & Policy using Arlington as a model, then expand as a service by Fall 2020. • Increase number of PhD's in this area to five per year by 2022 and add other terminal degrees as well. • Establish a UNESCO chair in Water Resources, Planning and Policy.
Develop a Program in Resource Engineering and/or Chemical Engineering	• Develop a $10M endowment in resource engineering by Fall 2020. • Launch the resource engineering program in Fall 2019 to include a market analysis and a high-profile practitioner/academic hire to lead the program. • Achieve 100 new students enrolled in Year 1 and increase to 500 new students by 2023 including first time in college freshman & online format.
Enhance Programs in Energy Management, Sustainability, and Efficiency	• Grow our research program in power management and control to achieve $2M in funding per year by 2021 and increase 25% annually after 2021. • Develop new research programs in more sustainable energy technologies to include one new partnership per year starting Fall 2019. • Enhance campus wide facilities to increase energy savings and operational efficiencies annually beginning Fall 2019.

THEME IV: DATA DRIVEN DISCOVERY

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.

Strategic Initiative	Tasks, Milestones & Metrics
Establish Leadership in Data Science and Analytics	• Establish multidisciplinary degrees and programs in Data Science and Data Analytic including a collaborative PhD program in fundamental data science and a master's level program in Health Care Informatics by Fall 2019. • Enhance appropriate campus wide offerings to prepare students for the era of "persuasive data."
Become a Research Leader in Artificial Intelligence (AI) and Machine Learning	• Build on developed strengths in data security and resilience through collaborations among colleges, and also by taking advantage of strengths emerging in Engineering in Data Bases, AI, and Security by Spring 2019. • Develop research on deep learning, parallel computing, fast numerical linear algorithm and use of massive supercomputers to recognize patterns and develop data-driven models in massive data sets by Spring 2019. • Establish a Data Science Clinic to create a central resource for collaboration and advancement of the field of data analytics and serve grant-related research data for the entire university by Spring 2019.
Establish Leadership in Smart Megacity Analytics	• Establish interdisciplinary Center of Excellence for SMART Cities research in conjunction with City of Arlington, Cities of Fort Worth and Dallas. • Develop focus thrust in College of Architecture, Planning and Public Affairs and the College of Engineering on SMART cities research with specializations and certificates at bachelor's and master's levels. • Develop data mining and analysis capability to help drive the design and development of smart sustainable megacities by Fall 2019. • Form an institute for data driven discovery by Spring 2020to include 30 interdisciplinary faculty from all colleges.
Establish Expertise and Degree Programs in Bioinformatics and Biotech	• Launch a specialization in Bioinformatics by Fall 2019. • Launch a bachelor's & master's program in Bioinformatics in Fall 2020. • Design new degrees in healthcare simulation and launch by Fall 2020. • Develop a biotech professional master's program to augment the pre-med program by Spring 2021. • Establish a distinguishing expertise in bioinformatics. • Bring together data expertise in engineering, science and nursing.
Create an Interdisciplinary Thrust in Digital Humanities	• Establish select thrusts in the digital humanities, and media and digital communications by Fall 2019. • Create a consortium of companies to support pre-competitive technology by Fall 2019 with three new companies participating in Year 1 and growing by seven more companies through 2025. • Develop proposals for funding agencies and foundations with a goal of being awarded at least $1M per year beginning Fall 2020.

GUIDING ASPIRATION I: TRANSFORM THE STUDENT EXPERIENCE BY ENHANCING ACCESS & ENSURING SUCCESS

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.

Strategic Initiative	Tasks, Milestones & Metrics
Focus on Holistic Student Success	• All FTIC students will be cohorted in Learning Community program by 2019. • Increase the # of students employed on campus by 20% by 2025. • Increase 1st year persistence & retention rates to 80% (2020) & 90% (2025). • Increase 6-year graduation rates by 10% by 2020 and 25% by 2025. • Increase registration rates from 49% to 80% by April 30th and November 30th through improved advising efficiencies (centralized technology, virtual advising, and other innovative techniques). • Develop a campus-wide, comprehensive wellness model that that provides preventative wellness programs as well as support services.
Increase Access to Higher Education	• Increase need based scholarship dollars awarded annually. • Develop new degree programs that meet the demands of the workforce and the growing need for talent worldwide. • Develop innovative strategies to increase enrollment of adult learners, online students, and non-traditional students. • Diversify the student population through increased outreach to areas outside of DFW. • Increase enrollment in University Studies among stop outs with 60+ hours to 500 by 2020 and 1500 by 2025. • Focus on recruitment of students likely to go to out-of-state universities. • Develop community college partnerships and improve transfer enrollment efficiencies through focused partnerships, concurrent enrollment programs to establish a 2+2 by 2020, and integrating advising and registration into Orientation Fall 2019. • Increase FTIC enrollment to 5,000 by 2020 and 9,000 by 2025 through increased recruiters, strategic partnerships with ISDs through key programs, high school scholarship programs, summer bridge programs, STEM programs, and partnerships with alumni in non-DFW locations.
Enhance the Student Experience to Increase social belonging, pride and lifelong connections to UTA	• Increase student sense of belonging to 90% by 2023 through increased opportunities for students to make social connections on campus. • Increase and diversify athletic opportunities for students through increased NCAA athletics, adaptive sports, sport clubs and intramurals. • Increase student attendance at campus events through diversified programs and an increase in programs offered. • Increase faculty/student interaction through faculty mentoring and the Learning Community program.
Establish UTA Digital to be a Leader in Digital Delivery of Education	• Establish UTA Digital as a distinct operational unit by Fall 2018. • Expand statewide, national and international offerings by 20% by 2021 • Develop a digitally enabled supervisor-to-executive certification program in five professional areas by 2022.
Prepare for the Future of the Workforce through the Maverick Advantage Program	• 80% of FTF graduating students will participate in three or more distinguishing experiences by 2020 and 100% by 2025. • Establish 300 dedicated internships by 2020 and 1,000 by 2025. • Increase service learning faculty fellows by 25% (2020) & 50% (2025). • Increase study abroad participation to 5% of all FTF by 2025. • Increase undergraduate research participation to 15% of incoming cohort by 2020 and 50% by 2025.

GUIDING ASPIRATION II: ENGAGE IN HIGH IMPACT RESEARCH AND SCHOLARSHIP

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.

Strategic Initiative	Tasks, Milestones & Metrics
Enhance Research Productivity and Economic Impact	• Increase total research by 10% annually through 2025. • Reach Tier 1 restricted research target of $45M in fiscal year 2018. • Establish one $5M funded research center by 2020 and three by 2025. • Improve win rates for research proposals by 5% annually. • Increase corporate derived funding of UTARI to $1M annually by 2020 and $5M annually by 2025. • Enhance awareness of available grant and program opportunities with deadlines.
Increase Student Participation in Research	• Increase externally funded Graduate Research Assistants by 10% annually. • Increase # of PhD's awarded annually to 215 by 2020 & reach 250 by 2025. • Increase undergraduate (UG) research involvement by 15% annually starting in Fall 2019 and achieve 50% of total UG involvement by 2025.
Enhance Faculty and Staff Recognition Nationally and Internationally	• Increase participation on national advisory boards by at least three per year by 2021. • Serve in leadership roles in global professional organizations with at least two new opportunities per year by 2021. • Have faculty be editors of prominent journals with three new opportunities per year by 2022. • Increase nominations for prestigious honors and awards and establish a review committee to evaluate opportunities by end of Spring 2019.
Increase Research Communications to Improve Reputation and Rankings	• Sustain Carnegie's R1 designation for highest research activity. • Achieve *U.S. News & World Report* rankings for: College of Engineering programs in the Top 60 by 2025; College of Business programs in the Top 60 by 2025; College of Nursing and Health Innovation programs in the Top 10 by 2025; College of Science programs in Top 100 by 2025; and School of Social Work programs ranked in the Top 20 by 2025. • Be ranked nationally by *Washington Monthly* in Top 50 by 2025. • Be ranked in Top 300-400 in *Times Higher Education* Global Rankings by 2025.
Grow and Develop Impactful Research Centers	• Enhance external funding of three current research centers $3M per center per year by 2021. • Establish new research centers in focus topics such as additive manufacturing, energy, bone/musculoskeletal issues, and brain trauma. Establish one new center per year starting in 2019. • Ensure that the Genomics Center is self-sufficient by Spring 2020 and generating a profit for the university by end of Spring 2022. • Host at least one federally funded Center of Excellence by Fall 2022.
Expand Research Partnerships and Scholarly Collaborations	• Develop two new joint research programs with each of regional university partners, corporation or foundations, and international partners per year beginning in 2019. • Create one new regional city partnership per year beginning in 2019. • Establish key symposia at UTA on an annual basis with international leaders with two per year beginning in 2019. • Establish a distinguished visitor program at UTA to include two faculty per year by 2020 and five per year by 2025.

GUIDING ASPIRATION III: BUILD ON FACULTY & STAFF EXCELLENCE TO STRENGTHEN ACADEMIC PROGRAMS

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.

Strategic Initiative	Tasks, Milestones & Metrics
Establish a New Center for Research in Teaching and Learning Excellence (CRTLE)	• Develop and implement a center operating and funding model with goals to jumpstart research, enhance service learning, establish faculty mentoring/consultation programs, and assist faculty in enhancing courses and teaching by end of 2018. • Win educational-research awards exceeding $5M annually by end of 2020. • Significantly expand faculty utilization and participation in CRTLE activities geared towards teaching, learning and research. • Expand the number of faculty development leaves to about 30 per year by end of 2019.
Establish Center for e-Learning Support and Development	• Hire additional instructional designers by DATE. • Establish uniform guidelines for quality digital delivery of instruction by DATE • Integrate e-learning in University LMS by DATE. • Provide enhanced support for refreshing digital and online content by DATE.
Increased Focus on Women's Faculty and Staff Network (WFSN)	• Establish WFSN as the go-to place for all female faculty and staff who need support, mentoring or guidance. • Create a sense of belonging leading to a community of scholars through an annual conference and seminar series to be launch in 2019.
Increase the Number of Tenure and Tenure Track Faculty	• Directly correlate the number of faculty to enrollment, research and scholarship. • Recruit new faculty: Senior faculty to lead research clusters; Utilize endowments, STARS, GURI; Develop cross-disciplinary research opportunities to create more interest. • Retain current faculty: Utilize endowments to retain top/rising faculty; Develop cross-disciplinary research opportunities to stimulate faculty; Increasing faculty support. • Actively recruit and retain underrepresented and female faculty by developing and implementing a comprehensive university wide strategy.
Enhance Number of Endowed Professorships & Chairs	• Identify areas of need and develop a plan to create new endowed positions. • Encourage alumni and corporate support of endowments. • Formalize a joint endowment plan between each College/School and the Office of Institutional Advancement to identify new endowments in each College/School and a funding plan for each. • Create 60 more endowed positions, including chairs/ professors/ fellows by 2025.
Invest in Administrative and Professional Staff	• Create a funding plan based on enrollment, scholarship activities and faculty size to increase the size of staff accordingly. • Develop a series of professional development and training programs to better equip staff aimed at increasing productivity. • Expand staff awards to recognize excellence in various categories initiating in 2019.
Enhance Faculty Visibility and Reputation	• Create more attractive and easy to use means of identifying faculty experts by Fall 2019. • Enhancing positioning of faculty on national and professional committees, and boards. • Develop mechanisms for positioning faculty as thought leaders in specific areas.

GUIDING ASPIRATION IV: STRENGTHEN COLLABORATION WITH CORPORATE AND NONPROFIT SECTORS

UTA will build on existing, and implement new, relationships to further extend UTA's educational service and training for workforce development and professional education globally.

Strategic Initiative	Tasks, Milestones & Metrics
Establish a Corporate Service & Training Center	• Establish a Corporate Training Center by Fall of 2019 producing sales of $1M per year by 2020 with a 5% annual growth rate. • Develop five new certificate and/or degree programs in environmental health science, business, and engineering in 2020. • By 2020, establish focus groups corporate partners such as AT&T, Oncor, Fidelity, BNSF, etc., to assess their workforce needs. • Establish a performance consulting discipline to generate $1M in outsourced training/education by 2020. • By 2019, establish a Learning Business Process Outsourcing (LBPO) initiative and long-term business strategy. Two clients by 2020. • Identify and generate business from existing content and any associated degree paths - generate $400K in revenue by 2020 and supporting a 3% annual growth rate.
Establish an International Corporate Training Program	• Develop an international business and marketing plan by Fall 2019. Grow international non-credit programs with four non-credit programs going live in 2020 and 15 added by 2025. • Develop contracts for two UTA Digital programs for Latin America by 2019. • Implement marketing plan based on achieving new international student acquisition and tracking trends toward 2020 financial goal. • Develop digitally-delivered programs for at least 10 degree and non-degree programs by 2020 and 50 by 2025.
Establish "Fast Track" Advanced Degree and Certificate Programs	• Complete review of government employee cohorts and organizations identifying & enabling fast-track advanced degree/certificate programs to achieve 20 new fast-track programs by 2020 & 30 by 2025. • Establish a Government Leadership Development Center by 2020. • Launch government certificate programs in Lean, Agile Management, Applied Project Management and Contract Stewardship by 2020. • By 2020, establish opportunity for joint UTA-Government research on training and education approaches for students in order to enhance approaches in learning effectiveness. (OPM, DOL, etc.)
Develop a Student Employability Plan Inclusive of Internships	• Expand student-to-employer initiatives. Non-profit partnerships to 168 by 2020 and 308 by 2025 and small business partnerships from 1,458 to 2,916 by 2025. • Develop HR department relationships with selected international organizations to produce 100 international internships by 2025. • Survey alumni for internship opportunities and double the number of internships offered through alumni by 2025.
Expand Partnerships and Services to Improve Local, State & Regional Economies	• Leverage TMAC efforts to build 2 new company engagements per year. • By 2020, initiate a new lines of business by DED which should generate at least $5M annually by 2025. • By 2020, DED will establish an "education-as-drills" program with DOD. • By 2020, Increases UTARI corporately-derived funding by at least $1M per year increasing to $5M by 2025.

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.

Strategic Initiative	Tasks, Milestones & Metrics
Develop an Institute for Global Engagement and Education	• Determine key strategic regions and institutions to develop partnerships. Create an operational plan to develop these relationships in order to increase academic and research collaborations, professional education, international enrollment and other key global engagements. • For each strategic region, develop 1-2 meaningful collaborations applying Global Academic Initiatives and other concepts that will generate more resources to support UTA campus, create opportunities for faculty and students to engage globally (e.g. Fullbright Fellowship), and increase our global ranking. • Working with the Division of Enrollment Management and Colleges to double international student enrollment on campus by 2025, maintaining the R/NR ratio.
Establish UTA as a Nexus Between Strategic International Locations, Corporate and Nonprofit Partners and the Metroplex	• Connect DFW industry experts and local constituents with international business leaders and innovators by hosting international events here (DFW area) and abroad, including workshops, short sessions and summits. • Through established international partnerships, provide access and opportunities for UTA faculty, students and alumni as well as regional entities to collaborate with international corporations. • Through UTA Digital, expand frequency and reach of connections using e-learning technology. Actively recruit top minority and female faculty using innovative and comprehensive plans. • Collaborate with corporations & non-profit partners on initiatives involving global & international issues. • Create certificate programs in cultural competency and increase offerings in global studies.
Enhance the Interdisciplinary "Design-Build" Program as a Platform for International Engagement	• Form a team of faculty and students from CAPPA, CoE, CoS, CoLA and ISGI to jumpstart the program. • Attract a UNESCO Chair and other relevant recognitions to UTA • Pursue NSF (e.g. PIRE) and other relevant funding sources for $2M per year by 2021. • Organize and host seminars, workshops and conferences. • Fundraise for at least two endowed chairs by Fall 2021.
Expand Water and Sustainability Research to Address Global Resource Challenges	• Form a cross functional research team with existing faculty in CoE, CAPPA, CoS and CoLA to greatly expand external funding. • Work with ISGI to expand minors and certificate program, and host seminars, workshops and conferences. • Fundraise for at least two endowed chairs by Fall 2022.
Expand Global Health Initiatives	• Expand programs in international health including faculty and doctoral student exchanges with one other nation by Fall 2019. • Enhance cultural and societal understanding to have a greater impact on healthcare delivery.

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 Initiative	Tasks, Milestones & Metrics
Accelerate Intellectual Property Generation, Commercialization & Entrepreneurship	• Increase number of patents awarded by 10 per year by 2020 and 20 per year by 2025. • Launch new start-up companies with faculty and students and increase by five per year by 2020 and 10 by 2025. • Increase licensing revenues from Intellectual Property by 50% by 2020 and 200% by 2025. • Increase the corporate engagement of our Office of Technology Management. • Increasing opportunities for UTA faculty and staff to become entrepreneurs.
Establish a Student Entrepreneurship Program	• Launch a multidisciplinary degree program, minor and certificates in entrepreneurship by Fall 2019. • Establish a student entrepreneur competitions to include 100 students per year by 2020 and to 250 by 2023. • Create an endowment for student entrepreneurship of $10M by 2022. • Enhance the engagement of students with the EpicMavs program through the NAI Chapter and increase participation by 25% annually.
Strengthen the Culture of Innovation Across Campus	• Hire a campus Innovation Director and create and promote a campus wide Innovation Committee by 2020. • Grow extracurricular student innovation activities on campus by two large and five small events per year by 2021. • Expand college innovation events by 10% annually to provide student opportunities to present. • Develop mechanism to recognize innovation and entrepreneurship through the faculty review process. • Establish a College of Engineering maker space by 2019. • Seek recognition for faculty innovators and have at least one new faculty member recognized as an NAI Fellow per year.
Develop UTA as a Nexus for Creative Activities in DFW	• Enhance current events and create three exciting, new events per year by 2020 and six per year by 2024. • Develop partnerships for visits by music programs to and from UTA. • Host an international music event annually at UTA. • Enhance community outreach to bring people on campus to experience art, music, theater and other creative activities. • Enhance Esports offerings around the certificate in CoLA.

OPERATIONS: BUSINESS ORGANIZATON

UTA will focus on technologies, financial models, operational performance and innovation to support the long term growth and financial health of the university.

Strategic Initiative Strategic Initiative	Tasks, Milestones & Metrics
Provide Technology Solutions for Improved Access to Data and Reporting	• Implementing Oracle Cloud Budget, Planning, Modeling and Analysis tool by the end of 2019. • Complete implementation of PeopleSoft Reporting tool to provide standard and ad hoc access to information by Spring 2019. • Implement PeopleSoft to include Fluid to automate student processes & accommodate new academic structure by Fall 2019.
Enhance the Fiscal Structure that Supports the University's Strategic Plan	• Update indirect cost allocation model in order to provide additional funding needed for research related initiatives by Fall 2018. • Begin planning for next version of a Performance Based Budget model to enhance transparency, accountability, and incentives to innovate while maintaining simplicity and quality by Fall 2018.
Optimize Operations Through a Robust Data Environment	• Creating a culture of data-based decision making through reliable, transparent and democratized data tools by Fall 2019. • Completion and Adoption of SAS Analytics tool for predictive analytics and trend analysis by Fall 2019. • Completion and Adoption of Civitas Analytics tool to manage student success Tasks & Metrics by December 2018.
Improve Business Processes and Operational Efficiencies	• Build a customer centric support team to work in an interdisciplinary fashion to assess key business processes with the goal of gaining efficiencies, improving customer experiences, and maximizing business outcomes. • Focus on key processes that are pain points or opportunities for improved efficiencies or cost savings, as identified by an executive steering committee. • Build communication campaign and change management strategies into the structure and work ethos of the team. • Establish policies and procedures for periodic review of auxiliary (for profit functions) units to determine cost of doing business and revenue contribution to UTA by Spring 2019. • Continuous enhancement of PeopleSoft and other business tools.
Enhance Processes for the Digital Delivery of Knowledge	• Develop a uniform business model for digital delivery of academic programs including OPM enabled open-enrollment, college originated open-enrollment and cohort programs offered domestically and international by 2019. • Develop a uniform business model for digital delivery of continuing/professional education programs that includes cost plus, price matching and market tolerance price strategy and pathways to credit programs by 2019. • Develop innovative financials models for alternate revenue generation in the area of consulting, services, conferences, short courses, certificates, degrees by 2020.

OPERATIONS: PHYSICAL INFRASTRUCTURE

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.

Strategic Initiative)	Tasks, Milestones & Metrics
Construct New Facilities to Support Teaching, Research and Student Services	• New building and location for the School of Social Work that provides modern facilities to enhance student and faculty recruitment/retention, student success, high impact research, teaching and learning while supporting the needs of the school and its many nationally ranked programs by Fall 2022. • Expand the College of Nursing and Health Innovation facilities to support the state of Texas' workforce need for instruction and learning and to provide additional space (Smart Hospital, Learning Resource Center, etc.) to support the needs of the growing nursing programs by Fall 2022. • Transform Trinity House into a Student Services Building to increase student access and provide the highest level of service by August 2021.
Develop Spaces to Enhance Campus Engagement and Sense of Belonging	• Enhance green space through the development of Brazos Park to provide student's opportunities for outdoor engagement and the sharing of ideas by Spring 2019. • Renovate existing indoor facilities to create new student focused spaces for learning, collaboration, and engagement for stronger sense of belonging annually beginning Fall 2019. • Review and upgrade student union space. • Begin Implementing safety enhancements and refresh landscapes on Cooper Street to provide better pedestrian experiences and improve overall campus safety by Fall 2018. • Complete the acquisition of Centennial Court by the end of 2019. • Develop facilities for Esports. • Engage the Greek community to develop a Greek Community Center. • Develop an Alumni Center.
Revitalize Space and Extend Asset Life Through Renovation and Addressing Deferred Maintenance	• Renovations of the Life Science Building to create state-of-the-art classrooms and labs and atrium construction for student engagement by August 2021. • Transform campus wide existing facilities to meet the needs of researchers, faculty, staff and students as well as increasing energy savings and operational efficiencies annually beginning Fall 2019. • Renovate elevator controls with needed upgrades across campus beginning Fall 2019 to further enhance campus safety. • Enhance preforming arts venues through fundraising by 2025.
Modernize Athletic Facilities to Expand Programs	• Re-purpose Maverick Stadium to create new space for Women's Soccer, and Track and Field to recruit student athletes and win championships beginning August 2020. • Explore the development of a national wheelchair basketball facility through a focused campaign by 2021.
Enhance Commercial Development Around UTA	• Completion of Commercial Re-Development by August 2025. New gateway to the campus, and to the downtown district, in concert with the city's downtown master plan and to further support UTA College Town. • Increase number of food service facilities and shops at College Park and across campus to provide students and the campus community with more retail options.

OPERATIONS: INSTITUTIONAL ADVANCEMENT

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.

Strategic Initiative	Tasks, Milestones & Metrics
Enhance and Increase Fundraising at All Levels	• Create donor centered fundraising that incorporates current trends and best practices in the field - increase productivity and levels of funding from an average of $15M - $30M annually by FY 2025. • Secure additional resources of $1M annually for fundraising by FY 2020. • Increase gift planning commitments to $10M annually by FY 2025. • Strategically hire and establish a central fundraising program by FY 2019. • Increase gifts to endowment to $7.5M annually by FY 2021. • Ensure high profile and revenue generating Maverick Speaker Series.
Create a Nationally Recognized Donor Stewardship and Engagement Program	• Increase annual donor retention rates from 1.9% to 5% by FY 2025. • Hire prospect research leadership to bolster pipeline and stewardship to capacity, activities and focus by Fall of FY 2019. • Implement a donor stewardship plan - focused on donor capacity vs. past giving by FY 2020. • Create and implement events strategy to retains, increases giving and engages donors to be evaluated annually.
Engage Corporate Stakeholders Purposefully, Personally & Professionally	• Create communications, marketing and messaging strategies that engage and identify, strategic corporations by FY 2019. • Increase corporate partnerships to provide increased resources for research and student support from $4.2M to $6M by Fall 2021. • Create and implement events strategy to engage community and targeted stakeholders to be evaluated annually.
Create an Alumni Program to Increase Measurable Engagement with the University	• Increase UTA's alumni giving rate from 1.7% to 5% annually by FY 2025. • Create alumni relations program that is inclusive of current best practices in engagement, creates value & meets strategic plan objectives by FY 2021. • Secure additional recurring resources of $1M annually by FY 2021. • Develop external funding for an Alumni Center on UTA's Campus to provide visibility and access to alumni of the university for programming and promotion of the importance and history of UTA Alumni by FY 2025. • Launch a national & international alumni engagement program by FY 2020.
Enhance Community Relations to Increase Local and State Resources	• Create communications, marketing and messaging strategies that engage and identify, strategic corporate constituents by FY 2019. • Develop a toolkit for positioning for university-wide use by 2019. • Create a platform to support UTA's requests for funding by creating awareness of excellence in the areas requesting state funding support.
Increase National Visibility and Rankings	• Build aggressive digital media campaign around research/excellence including local, national and global media markets by January 2019. • Develop proactive media program to achieve measurable increases in coverage by media that matters by January 2019. • Equip senior university leadership with messaging and online tools to support their presentations and outreach December 2018. • Actively engage in prominent national associations through FY 2025. • Increase annual allocated budget resources by $500k for programmatic support and advertising by FY 2019.

OPERATIONS: TALENT AND CLIMATE

> UTA will focus on providing quality HR services to UTA faculty, staff, and students that promote positive employee relations and talent management solutions.

Strategic Initiative	Tasks, Milestones & Metrics
Modernize HR Systems	• Assess technology, upgrade and integrate a unified Talent Management System for tracking performance and applicant management by Spring 2019. • Enhance staffing in key areas to improve upon software and business processes in the Office of Human Resources by Fall 2019. • Add an academic personnel office in academic affairs by the end of 2019.
Enhance Talent Development	• Enhance and fully implement a Leadership Academy for faculty and staff including a Fellows mentorship program for Academy graduates by Spring 2019. • Establish a comprehensive program for talent skills development and legally mandated training for staff by Spring 2019. • Establish a director level management learning program by Fall 2018 with a minimum of 30 participants in each cohort. • Enhance and implement a new Maverick Service Excellence program to include university wide Ambassadors by Fall 2018.
Strengthen Culture and Ethos	• Implement an awareness campaign for faculty and staff on the Principles of Community to influence positive behaviors in the workplace by Fall 2019. • Enhance university culture through the development of programs and training by Spring 2019. • Implement a coaching framework program that supports ongoing performance management discussions by Fall 2018. • Establish workgroups to enhance culture and monitor strategic priorities in 2019.
Focus on Diversity and Inclusion	• Develop and provide vice presidents, deans, and unit heads with human capital data about employee population for increased diversity and inclusion by Fall 2018. • Re-envision the Diversity & Inclusion Committee in Spring 2019. • Set targets, milestones and develop a project plan to increase campus wide diversity and inclusion by Fall 2018. • Establish ongoing campus wide programs including a speaker's series and workshops on diversity and by Fall 2019.
Enhance the *Community That Cares* Awareness Campaign	• Create an awareness campaign and enhance resources to faculty and staff by Fall 2018. • Develop a campus-wide, comprehensive wellness program that provides preventative wellness programs as well as support services by Spring 2019.

OPERATIONS: STUDENT RECRUITMENT ENTERPRISE

Develop a state-of-the-art student enrollment operation that leads to attracting high quality students and building strong partnerships with key educational stakeholders.

Strategic Initiative	Tasks, Milestones & Metrics
Strengthen Strategic Partnerships with High Schools, School Districts and Community Colleges	• Build structured pathways & partnerships to increase enrollment. • Add 1-3 new and substantial partnerships annually. • Apply for 1+ new grant every year that is directly supporting access and student success, through UT System, THECB, Federal grantors, or other key education partners. • Reach 100% retention of existing major grants and partnership such as our academies, TRIO, and Bound for Success.
Enhance Operational Efficiencies and Implement a Constituent Relationship Management System (CRM) for Student Enrollment	• Strengthen various academic functions and processes that have direct impact on recruitment. • Develop CRM as an integrated aspect of the student life-cycle to have impact beginning Spring 2020. • Build an effective multi-channel system that contributes to substantial growth in prospective student interest and enrollment. • Transform communication with prospective students to become state-of-the-art and variable depending on student characteristics.
Expand Enrollment of High Achieving First Time in College (FTIC) Students	• Increase opportunities for students in Texas and across the USA. • Increase presence in existing and emerging markets through social media and high touch personal recruitment. • Increase UTA's social media ranks and scores annually. • Increase prospect name purchases and digital and print collateral. • Increase prospect generation, admission applications, and high school visits 50% by 2020 and 100% by 2025.
Become the Top Destination for Transfer Students in Texas	• Increase partnership and pathway programs with a Texas emphasis. • Establish partnership with growing Promise programs. • Increase prospect generation, admission applications and community college visits 50% by 2020 and 100% by 2025.
Enhance Quantity and Quality of Graduate Enrollment	• Leverage CRM to engage prospective graduate students in the enrollment cycle and to increase propensity for enrollment. • Increase college and department recruitment effectiveness. • Increase programs for certificates and for professionals. • Enhance focus on recruiting top caliber Ph.D. students.
Expand and Diversify the Enrollment of International Students From Increasingly Diverse Global Regions	• Grow enrollments in the Pacific Rim, Middle East, and Central and South America. • Maximize enrollments and pipelines via partnership agreements. • Broaden the international recruitment salesforce team and campus coordination structures. • Invite presentations from ESL pathway programs such as those contracted by at USF and LSU, and decide whether to initiate a partnership; leverage English learner markets.
Enhance the Profile of Campus Visitor Events and Increase the Number of Campus Visitors	• Increase enrollment by attracting more students, families and visitors to campus for tours, concerts, sporting events, etc. through clear strategic messaging for segmented audiences. • Increase the number of visitors for recruitment specific events such as Open Houses by 15% per year. • Increase the number of visitors for scheduled tours 30% by 2020 and 50% by 2025.
Increase Financial Support and Decrease Student Debt	• Create a data driven system to award financial aid and scholarships increasing recruitment yield and student success. • Implement the UT System software for Financial Aid.

OPERATIONS: TECHNOLOGY

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.

Strategic Initiative	Tasks, Milestones & Metrics
Refresh Campus Networks Including Telephone System and Security Tools	- Complete the installation of the remaining switches and firewall segments on campus and at both data centers by Summer 2018. - Finish the implementation of network access control and VPN by Fall 2019 - Install a new telephone system service by Summer 2019. - Implement consolidated desktop security by Summer 2019 - Replace wireless network by Fall 2020.
Implement the Future Learning Management System (LMS)	- Guide the evaluation and selection of our future LMS by Summer 2018. - Support the development of UTA Digital organization structure, business practices, products and transfer of current digital classes and data to LMS by Summer 2019. - Develop and enhance interfaces with Peoplesoft, SAS, and Civitas, to LMS by Spring 2019.
Enhance MyMav to Support Current On-line Program Starts and UTA Digital Business Model	- Engage consulting organization and establish project plan by Fall 2018. - Decide on hosting solution with current UT SIS on prem or Oracle Student Cloud by Fall 2018. - Map business processes for students by Fall 2019. - Perform Proof of Concept test in 2019. - Implement new academic structure by the end of 2019.
Implement PeopleSoft Cloud Tools	- Develop and deploy an initial set of Financial, Human Resource and Student Information System on-line reports/views by Fall 2018. - Conclude the design and deployment of the budgeting tool to support FY19-20 budget by Fall 2018. - Implement planning capabilities to support new budgeting practices and income forecasting by Summer 2019.
Implement a CRM to Support Strategic Initiatives	- Develop SOW, RFP with key decisions on timeline, phases and future use of product and select a vendor by Fall 2019. - Implement product by Fall 2020.
Establish Centralized Research Support Organization	- Establish an organization structure, location, tool set and funding model for a sustainable service center by Fall 2018. - Complete the installation of the new shared Isilon server by Spring 2019. - Hire staff, create operation and security procedures by Fall 2019. - Document Research Administration Processes by Spring 2019 and evaluate commercial Research Administration products by Summer 2019.
Support the Adoption of the SAS Analytics and Civitas Tools	- Guide an organization assessment and determine owner by Fall 2018. - Implement industry standard support practices based on the COBIT framework – Spring 2019 - Assist with implementation of the new organization structure and practices by Summer 2019.
Evaluate Toolsets and University Needs to Support Classroom Technology	- Establish requirements for classroom/conference rooms by Spring 2019. - Evaluate tools to support functions and create SOW and RFP for products and services by Summer 2019. - Select tools and develop phased implementation plan by Fall 2019.