



# Five-Year Strategic Plan

2008-2013

The University of North Texas' *Strategic Plan 2008-2013* confirms the strategic goals set by the UNT System Board of Regents in 2006 and continues to guide the growth and progress of our university. Our core values, academic strengths, and human and fiscal resources support our dynamic student-centered public research university.

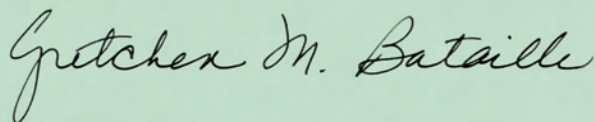
During the past two years, our university family has accomplished an immense amount of outstanding work to make the Strategic Plan's themes and goals not just ideas but the means of reaching new heights.

We have kept a keen focus on continually improving the quality of our already outstanding academic programs, growing our research efforts and opportunities, supporting the staff and faculty, and reaching beyond our campus to the global community in building partnerships that make a difference for our students and our world.

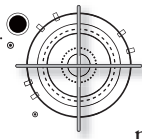
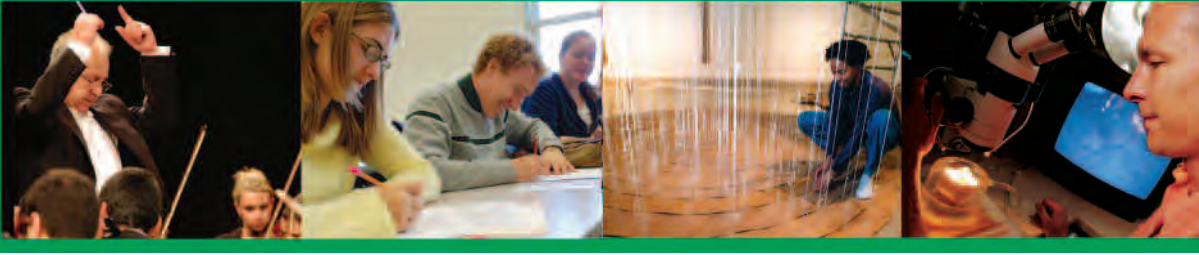
We also made our budget process more transparent and better aligned the allocation of our financial resources to ensure progress toward achievement of our strategic goals. Using our resources wisely is the best way to make certain we progress and ensures that our students achieve academic and personal success.

I look forward to continuing our work together as we build an even stronger and greater UNT. Together, we will grow UNT's prominence.

With green pride,

A handwritten signature in black ink that reads "Gretchen M. Bataille". The signature is written in a cursive, flowing style.

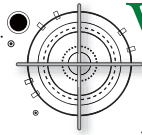
Gretchen M. Bataille  
President



## Mission

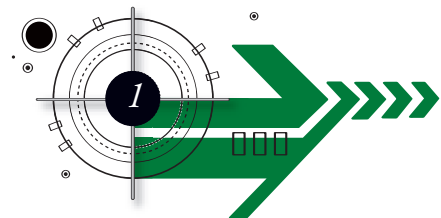
The University of North Texas is a recognized student-centered public research university where we harness the power of ideas through a culture of learning based on diverse viewpoints, interdisciplinary endeavors, creativity, and disciplined excellence.

This is accomplished through a broad and balanced array of programs where well-prepared students and dedicated scholars and artists collaborate with our local and global communities in the creation, integration, application, and dissemination of knowledge. In this way, UNT creates an enriched and sustainable future for our students, state, nation, and world.



## Vision

The University of North Texas will be recognized for its educational, intellectual, research, public service, and cultural achievements. UNT will be a diverse and inclusive institution creating the knowledge and innovations that will shape our future, while cultivating excellence in the next generation of scholars and leaders for the global community.





Health Center

UNIVERSITY OF  
NORTH TEXAS  
DALLAS CAMPUS

← Elevator  
→ Pharmacy

Pharmacy

UNIVERSITY OF NORTH TEXAS

*“It will be our aim to become leaders in the education of the young men and women of Texas, fitting them to credibly fill the most important positions in business and professional circles. We desire the cooperation of all who believe in higher education and who want to see our state in the very front of intellectual as well as material progress.”*

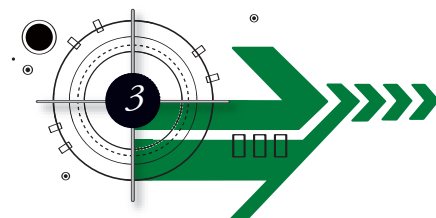
*J.C. Chilton, September 16, 1890*

The University of North Texas has roots that extend back to 1890 when the founder Joshua C. Chilton predicted that the graduates would become among the leaders in business and professional positions in the state. Today UNT is fulfilling that promise. With more than 34,000 students pursuing degrees in 99 baccalaureate, 104 master’s, and 49 doctoral degrees, UNT is described within the state as an “emerging research university” and categorized by Carnegie as a High Research Activity University. As the flagship of the UNT System, the Denton campus boasts growth that parallels that of the North Texas region.

With roots in education, music, and the visual arts, UNT has emerged as a university that also houses an array of microscopes that ensures its prominence in nanotechnology and an environmental studies emphasis that reaches from Texas to Antarctica and beyond. As a university that has long been connected globally, UNT has more than 2,000 international students and in 2008 has faculty teaching in Chaing Mai, Thailand, as a part of an agreement with the Rajabhat universities and has a dual degree with the Universidad Autónoma del Estado de México in Toluca, México. International diversity is complemented by domestic diversity, and UNT has been named as among the top 50 universities for the graduation of both African American and Hispanic students.

The footprint of the main campus is 867 acres, including nearly 290 acres at Discovery Park, UNT’s research park that is home to the College of Engineering and the School of Library and Information Sciences. As North Texas and Denton continue to grow, so will the opportunities for economic development linked to UNT research.

The University of North Texas’ *Five-Year Strategic Plan 2008-2013* affirms the university’s historic values, traditions, and commitments to discovery and knowledge, while reaching toward the future. UNT embraces change and each day strives to live by its motto, “Discover the power of ideas.” UNT is building leaders for the future, a future that will be dependent on creativity, entrepreneurship, and innovation.







THE UNIVERSITY OF NORTH TEXAS IS A STUDENT-CENTERED PUBLIC RESEARCH UNIVERSITY WHOSE MISSION IS DEEPLY ROOTED IN ITS ENDURING CORE VALUES. THE CORE VALUES OF OUR UNIVERSITY PROVIDE THE FOUNDATION FOR BOTH STABILITY AND CHANGE, GUIDING OUR CHOICES, AND GROUNDING OUR WORK. TO DISCOVER AND EXPLORE THE POWER OF IDEAS TO IMPROVE STUDENTS' LIVES AND ADDRESS SOCIETY'S CHALLENGES IS AT THE HEART OF THE UNIVERSITY'S CORE VALUES.

**Discovery and Learning.** Students come to UNT to develop their identity, build their understanding, and expand their gifts. Mentored by excellent professors, students become engaged with the university community and connect with resources they need to embark on a life-long journey of learning. Students are introduced to a frontier of possibilities as they discover the power of their own ideas to create a future of purpose and hope for themselves, their families and the local and global communities.

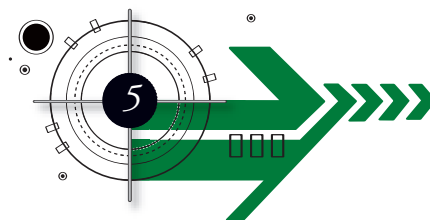
**Opportunity and Diversity.** Opportunity and diversity, when closely intertwined, form the cornerstones of an inclusive learning environment. Because opportunity is enhanced through contact with diverse individuals and divergent ideas, UNT fosters an environment in which active exchange of viewpoints and cultures permits full participation in a world of multicultural and international connections. The University's commitment to increasing diversity by closing educational gaps created by cultural, ethnic, socioeconomic and geographical boundaries is key to increasing the overall pool of ideas and expanding human potential for discovery.

**Scholarship and Research.** UNT's tradition of seeking, exploring and developing new avenues for scholarship and research defines its culture, and creates a valued legacy of creative thought, artistic expression, entrepreneurial problem-solving and innovation. UNT's ability to grow, evolve and generate support to meet the scholarship and research needs of its students and faculty within a changing world is essential to the process and outcomes of higher education.

**Community and Connectivity.** UNT places a high value on community and fosters a spirit of collegiality, collaboration, and synergy that generates creative energies, and nurtures new ideas. The contributions of each member of the university community are essential to providing a stimulating, supportive and rigorous educational experience to a diverse student body, and preparing students for leadership in a changing world. As a truly engaged university, UNT is committed to finding ways to apply knowledge to the realities of everyday life and make its accomplishments relevant to the needs of the regional, national, and global communities.

**Partnership and Outreach.** UNT acts within local, national, and global communities to share ideas, resources, and opportunities for our mutual benefit. A focus on creating mutually beneficial strategic partnerships to enhance K-12 education and community economic development, an emphasis on cultivating private and government partnerships and funding, and a commitment to global outreach ensures continued excellence and growth of the university's scholarly activities and research capabilities. Introducing UNT students to global learning experiences, such as partnerships with international universities, is key to their success in today's economy.

**Integrity and Stewardship.** UNT nurtures an institutional image that reflects its character, relevance, accomplishments and values; strengthens the reputation of its academic, research, creative and athletic components; and promotes and supports collaborative relationships with external constituents that are built on fairness and trust. Each of our values is upheld by an unwavering commitment to fiduciary, ethical and corporate social responsibility.









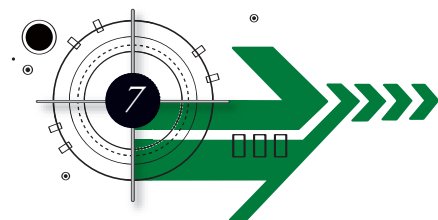
## UNT's emergence as a student-centered public research university

clearly reflects the depth and breadth of its commitment to developing the whole person and building an enriched and sustainable society. This rooted transformation requires a close look at the words that describe its purpose. Through them the university itself is defined and shaped.

As a **Student-Centered** university, UNT places the learner and the process of learning at the very heart of its activity, creating a synergy between faculty and students. It fosters peer and mentor relationships that spark intellectual curiosity. It uses innovative technologies to bridge distances and to create connections. UNT engages students as participants in the process of knowledge creation — in the classroom, the studio, and in the laboratory — challenging and supporting student growth. UNT opens the doors of opportunity by building a breadth of understanding, keen intellectual skills, disciplinary expertise, and professional relationships. UNT creates a diverse and inclusive community that enriches life with new experiences, warm memories, and deep friendships.

As a **Public** university, UNT bears a special responsibility to the larger society. Its knowledge products — the innovations, scholarship, and creative endeavors of its faculty, and the education provided to its students — are focused on the benefit of the communities it serves. It equips the workforce of the future, provides the innovations that drive commerce, and builds relationships that enhance the flow of ideas, and link our economy with that of a changing world. It is the place where complex problems are addressed in ways that enrich the future.

As a **Research** university, UNT promotes connections among ideas, disciplines, students and teachers, researchers and practitioners, technologists and entrepreneurs, and between the University and the larger community it serves. Research expands our horizons, using the power of ideas to address the complex problems of our physical, technological, and social worlds. It addresses the full human experience from philosophy to business applications, from the arts to engineering, from the humanities to the physical sciences. It is through research, creativity, and innovation that UNT embodies the gift of education at its fullest.





## Building the Plan

UNT President Gretchen M. Bataille, appointed by the Board in August 2006, has strengthened the leadership of the University by making strategic administrative hires. She has positioned the University to fulfill its mission and strategic goals as a student-centered public research university, and under President Bataille's leadership, the institution is making significant progress.

During 2007 and 2008, the University embarked upon a formal Peer Review of five key institutional areas – Academic Affairs, Advancement, Information Technology, Research, and Student Development. External Peer Reviewers and members of the University administration engaged students, faculty, and staff through one-on-one and group meetings, online input, and open forums. The processes resulted in a number of recommendations — all offered in the spirit of strengthening UNT and helping the institution achieve its goals. Some recommendations warranted open discussions and generated good exchanges of ideas at Peer Review Forums. The outcomes of those forums were brought back to the President's Cabinet for action or further consideration, and many recommendations resulting from the Peer Reviews and Forums have been implemented. Some university departments have been reorganized. In 2007-2008, additional consultants reviewed graduate programs; University Relations, Communications and Marketing; and the development plans for Discovery Park, UNT's research park.

UNT's *Five-Year Strategic Plan 2006-2011* was adopted by the UNT System Board of Regents on May 12, 2006. A review of the strategic plan's goals and performance measures was carried out by members of the President's Cabinet, and adjustments have been made to the wording of certain strategies to better reflect the realities of the University, as reflected in this document. Some performance measures have been adjusted to ensure that the University is appropriately assessing its progress.

During the next two years, the entire University community will be engaged in a comprehensive review and revision of the University's Strategic Plan, resulting in a new five-year plan for adoption by the Board.

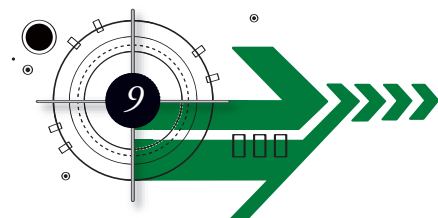


## Overview of the Strategic Goals and Key Themes

UNT's plan for its growth as a student-centered public research university is shaped by four goals and three themes. The four goals focus our energies in key areas of endeavor: education; research; engagement as a community, with our communities; and institutional effectiveness, directing our efforts in a way that will move us quickly forward.

Our three themes speak to the underlying commitments that drive our work, emphasizing the importance of connection as a catalyst for change. They include a commitment to diversity, which draws a variety of voices into close conversation; to internationalization, which recognizes that global interchange is a vital part of education and research; and to collaboration, which includes partnerships within the University as well as alliances with external constituencies. These connections move the University forward, anchoring it within the context of a multicultural, interconnected, collaborative community, and providing the synergy needed to accomplish its goals. The themes are woven throughout our goals, in specific strategies and actions. We also highlight them by gathering the strategies most closely related to the themes in a single statement, clearly illustrating their importance to our growth.

To change aspirations into reality, UNT has identified strategies, performance measures, targets, and timelines for each goal. UNT is measuring its success and is learning from benchmarks and best practices gathered from across the nation, building our work on careful assessment, creating clear lines of accountability, requiring judicious use of resources, and utilizing creative adaptation.







## Strategic Goal 1—Excellence in Student-Centered Education

UNT WILL PROVIDE A STIMULATING, SUPPORTIVE, AND RIGOROUS EDUCATIONAL EXPERIENCE TO A DIVERSE STUDENT BODY, PREPARING STUDENTS FOR LEADERSHIP IN A CHANGING WORLD.

### Strategies:

- 1.1 Develop and sustain excellent academic programs, and enhance their visibility;
- 1.2 Assure a rigorous curriculum grounded in respect for the contributions of various nationalities, cultures, backgrounds, abilities, and viewpoints, designed specifically to develop students' appreciation of diversity and capacity for in-depth critical thinking, and life-long learning;
- 1.3 Transform instruction in large-enrollment undergraduate classes to improve student learning outcomes;
- 1.4 Identify and provide strategic support to those current and potential graduate, and other academic programs that demonstrate high quality, high demand, and centrality to the University mission and vision;
- 1.5 Challenge learners, particularly freshmen and transfer students, through increased involvement in peer and mentor relationships, service learning, and other diverse learning opportunities, including engagement in partnerships with businesses, educational settings, social agencies, and creative venues in the North Texas region, and beyond;
- 1.6 Improve student engagement, satisfaction, and success by promoting communication, civility, leadership, clarification of values and identity issues, recreational/wellness activities, and active student involvement in the life of the University;

*continued*

### Performance Measures

Student Enrollment by Level

Student Enrollment by Ethnicity

Student FTE by Level

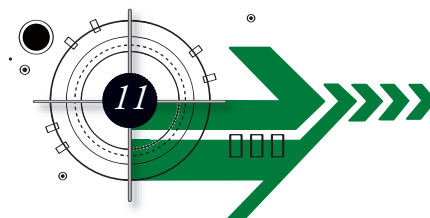
Student FTE by Ethnicity

Graduation Rates (Four Year and Six Year)

Retention Rate

Student-Faculty Ratio

See Appendix

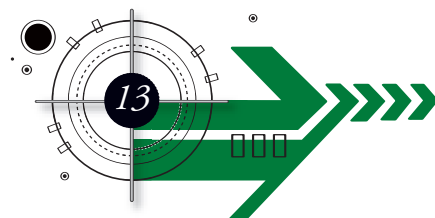






## Strategic Goal 1—Excellence in Student-Centered Education *continued*

- 1.7 Provide communications, services, and programs designed to effectively transition freshman and transfer students to campus;
- 1.8 Increase student involvement in international and cross-cultural activities outside the classroom;
- 1.9 Support student-athletes' academic development to realize academic achievement and graduation rates at or above those required by the NCAA;
- 1.10 Develop and implement comprehensive and integrated enrollment management and financial aid plans designed to increase the quality and diversity of the student body;
- 1.11 Increase retention and facilitate timely graduation through enhanced advising and progress tracking programs;
- 1.12 Enhance career development opportunities for students and alumni, increase opportunities for student-alumni networking, and expand partnerships with outside employers; and
- 1.13 Provide training and development opportunities to enable faculty to excel in teaching and mentoring students, including the expansion of the Center for Teaching, Learning, and Assessment.









## Strategic Goal 2—Increased Research, Scholarship, and Creative Activity

UNT WILL SIGNIFICANTLY INCREASE ITS LEVELS OF FUNDED RESEARCH, SCHOLARLY PRODUCTIVITY, AND ARTISTIC EXPRESSION IN ORDER TO ENHANCE UNDERGRADUATE AND GRADUATE EDUCATION, CONTRIBUTE TO ECONOMIC GROWTH, AND IMPROVE UNT'S STANDING AMONG PEER INSTITUTIONS.

### Strategies:

- 2.1 Increase the level of funded research activity at UNT;
- 2.2 Increase infrastructure support for research faculty to facilitate effective operations and research productivity;
- 2.3 Increase the research, scholarship, and creative activity of tenured and tenure-track faculty across the University, strengthening faculty development, recognition, and reward systems;
- 2.4 Increase the research, scholarship, and creative activity of professional staff across the University, strengthening development, recognition, and reward systems;
- 2.5 Develop effective relationships with government, business, education, the arts, and others, in local, national, and international venues, to facilitate, fund, or disseminate research, scholarship, and creative activity; and
- 2.6 Actively develop Discovery Park as a vehicle for intensive and collaborative research activities.

### Performance Measures

Total awards for externally-funded projects

Total research expenditures for externally-funded projects

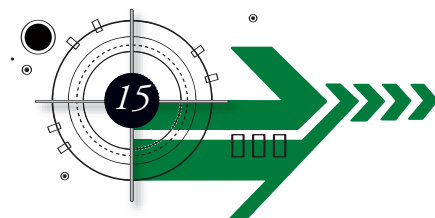
Total research expenditures of federally-funded projects as counted by the Texas Higher Education Coordinating Board (THECB)

Number of faculty as principal investigators and co-principal investigators

Scholarly and creative activities as reported in the Delaware Study

Doctoral degree and Master of Fine Arts (MFA) degree production

*See Appendix*







## Strategic Goal 3—Enhancing Institutional Reputation, Community Engagement, and Advancement

UNT WILL ENHANCE AN INSTITUTIONAL IMAGE THAT REFLECTS THE UNIVERSITY'S CHARACTER, RELEVANCE, ACCOMPLISHMENTS, AND VALUE; STRENGTHEN THE REPUTATION OF ITS ACADEMIC, RESEARCH, CREATIVE, AND ATHLETIC COMPONENTS; AND PROMOTE SUPPORTIVE AND COLLABORATIVE RELATIONSHIPS WITH EXTERNAL CONSTITUENTS.

### Strategies:

- 3.1 Strengthen and promote the University's identity as a student-centered public research university through strategic and integrated communications, media, advertising, marketing, web-based technologies, and campuswide initiatives;
- 3.2 Illustrate to our public the contributions of faculty, students, and alumni to the creation of new knowledge and the cultural, social, and economic well-being of our region, state, nation, and beyond;
- 3.3 Promote university-community engagement to address the needs of our business and government partners, surrounding communities, and area residents, engaging them in the life and activities of the University;
- 3.4 Cultivate an informed and participatory University community through internal communication mechanisms that meet the information dissemination and feedback needs of students, faculty, and staff;
- 3.5 Promote UNT's traditions, school spirit, pride, prestige, thereby increasing alumni, faculty, staff, and student participation in University celebrations, and educational, cultural, and athletic events;

*continued*

### Performance Measures

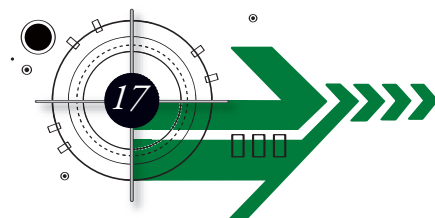
Student selection of UNT as "First Choice" school

Number and amount of gifts to the University

Number of memberships in UNT Alumni Association

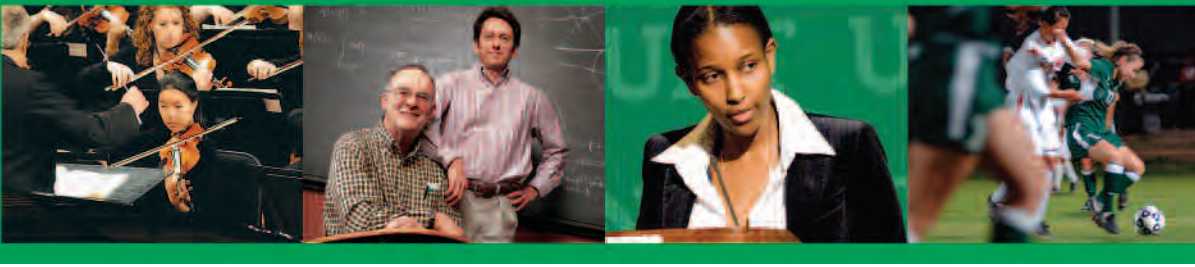
Alumni giving percent

*See Appendix*





Gary Payne/Courtesy of the Denton Record-Chronicle



### **Strategic Goal 3—Enhancing Institutional Reputation, Community Engagement, and Advancement *continued***

- 3.6 Improve philanthropic activities through new constituent relationship programs, collaborative work with key personnel, and coordination of development activities across the University;
- 3.7 Align philanthropic priorities and activities in support of UNT strategic goals, including research and scholarship, student-centered education, reputation and engagement, institutional effectiveness, and the key initiatives arising from the pursuit of these goals;
- 3.8 Enhance communication and activities designed to increase involvement by alumni and friends in the life of the University, and to increase membership in the UNT Alumni Association and promote philanthropy;
- 3.9 Increase the visibility and reputation of UNT through hosted events and local, regional, and national media coverage of athletic activities, and accomplishments; and
- 3.10 Conduct regular institutional research to address key questions related to institutional identity, reputation, engagement, philanthropy, and other important concerns of external and internal constituencies.





## Strategic Goal 4—Improved Institutional Effectiveness

UNT WILL IMPROVE MANAGERIAL AND OPERATIONAL ACCOUNTABILITY AND EFFECTIVENESS BY DEVELOPING THE HUMAN, FINANCIAL, AND PHYSICAL RESOURCES NECESSARY TO ACHIEVE THE UNIVERSITY MISSION AND VISION.

### Strategies:

- 4.1 Increase funding and create new revenue streams;
- 4.2 Develop and implement integrated management and resource allocation systems that align strategic unit-level planning, focus resource allocation, provide timely access to relevant information, facilitate implementation and direction of action plans, and require ongoing performance evaluation and continual improvement;
- 4.3 Align the campus master plan with the strategic plan, assuring that new construction, renovation, and assignment of space reflect and support the UNT strategic goals;
- 4.4 Recruit, select, develop, reward, and retain an increasingly diverse and productive faculty and staff of sufficient size and expertise appropriate for a recognized student-centered public research university; and
- 4.5 Review and, where appropriate, restructure faculty, staff, and administrative workload, responsibility, and reward structures.

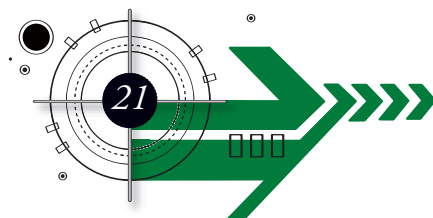
### Performance Measures

Administrative costs as a percent of operating budget

Classroom utilization

Percent increase in faculty and staff by gender and ethnicity

*See Appendix*









# Key Themes

UNT's strategic goals are focused on its major areas of responsibility: student-centered education; research; engagement as a community, with our communities; and institutional effectiveness.

In contrast, UNT's key themes speak to the underlying commitments that drive our work. Each of these themes emphasizes the importance of connection as a catalyst for change.

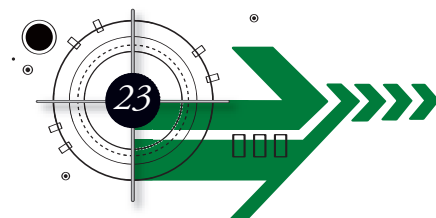
The first theme, **Diversity**, recognizes that the dynamic of different voices in conversation can create a community of learning that stretches all its members beyond what they would be without that interaction. Diversity is not something to be appreciated from afar. It must be woven into the very fabric of the community, allowing a wide array of ideas and backgrounds to enrich and inform the whole.

The second theme, **Internationalization**, recognizes that global interchange is a vital part of education and research. It takes the benefits of diversity beyond the boundaries of our nation, and connects the University with the larger world. UNT's strengths in communication technologies help to bring that world closer, so that both the University and its local and global communities benefit from the exchange.

The third theme, **Collaboration**, includes partnerships within the University as well as alliances with external constituencies. Interdisciplinary partnerships within the institution stimulate the general advancement of knowledge and encourage connected discoveries with wide-ranging impacts. Partnerships with the larger community challenge and refine the knowledge work of the University as it is put to the test in the process of application.

Clearly these three themes are closely related — like different facets of a single stone — each emphasizing a specific aspect of the importance of connection. Together, they move the University forward, anchoring it within the context of a multicultural, interconnected, collaborative community and providing the synergy needed to accomplish its goals.

In the pages that follow, the goal-related strategies most closely aligned with each key theme are drawn together in a one-page summary, illustrating the fact that the themes are deeply woven throughout the plan. Their re-statement as key themes highlights their centrality and importance.





WHERE'OU  
**GREEN?**

UNIVERSITY OF  
**NORTH TEXAS**  
Discover the power of ideas

Handwritten notes on a piece of paper, including a table with columns and rows of text.

NAME	DATE	SCORE
...	...	...
...	...	...
...	...	...

## Key Theme—Diversity

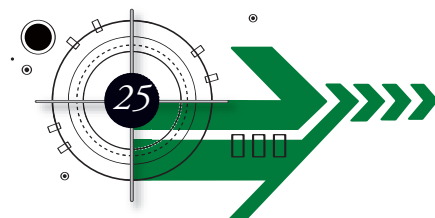
UNT WILL ACTIVELY STRENGTHEN ITS COMMUNITY BY WELCOMING STUDENTS, FACULTY, AND STAFF WHO BRING A BROAD RANGE OF DIFFERENT VIEWPOINTS, BACKGROUNDS, CULTURES, AND IDEAS.

### Strategies:

- A. Assure a rigorous curriculum grounded in the respect for the contributions of various nationalities, cultures, backgrounds, abilities, and viewpoints, designed specifically to develop students' appreciation of diversity and capacity for in-depth critical thinking, and life-long learning;<sup>1,2</sup>
- B. Challenge learners through increased involvement in peer and mentor relationships, service learning, and other diverse learning opportunities, including engagement in partnerships with businesses, educational settings, social agencies, and creative venues in the North Texas region, and beyond;<sup>1,5</sup>
- C. Improve student engagement, satisfaction, and success by promoting communication, civility, leadership, clarification of values, and identity issues, recreational-wellness activities, and active student involvement in the life of the University;<sup>1,6</sup>
- D. Increase student involvement in interdisciplinary, international, and multi-cultural activities inside and outside the classroom;<sup>1,8</sup>
- E. Develop and implement comprehensive and integrated enrollment management and financial aid plans designed to increase the quality and diversity of the student body;<sup>1,10</sup>
- F. Promote UNT's traditions, school spirit, pride, and prestige, increasing alumni, faculty, staff, and student participation in University celebrations and educational, cultural, and athletic events;<sup>3,5</sup>
- G. Conduct regular institutional research to address key questions related to institutional identity, reputation, engagement, and other important concerns of external and internal constituencies;<sup>3,10</sup> and
- H. Recruit, select, develop, reward, and retain an increasingly diverse and productive faculty and staff of sufficient size and expertise appropriate for a recognized student-centered public research university.<sup>4,4</sup>

### Note:

The superscript number indicates where this strategy is embedded within the UNT strategic goals. For example, 1.1 indicates Goal 1/Strategy 1.







## Key Theme—Internationalization

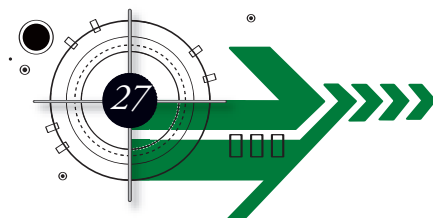
UNT WILL ENRICH THE PREPARATION OF ITS GRADUATES AND ENHANCE ITS CONTRIBUTIONS TO THE GLOBAL COMMUNITY BY INTERNATIONALIZING THE CURRICULUM AND INCREASING THE INVOLVEMENT OF STUDENTS AND FACULTY IN EDUCATIONAL AND RESEARCH OPPORTUNITIES THAT BROADEN THEIR RELATIONSHIPS AT THE INTERNATIONAL LEVEL.

### Strategies:

- A. Assure a rigorous curriculum grounded in the respect for the contributions of various nationalities, cultures, backgrounds, abilities, and viewpoints, designed specifically to develop students' appreciation of diversity and capacity for in-depth critical thinking and life-long learning;<sup>1,2</sup>
- B. Challenge learners through increased involvement in peer and mentor relationships, service learning, and other diverse learning opportunities, including engagement in partnerships with businesses, educational settings, social agencies, and creative venues in the North Texas region, and beyond;<sup>1,5</sup>
- C. Increase student involvement in interdisciplinary, international, and multicultural activities inside and outside the classroom;<sup>1,8</sup>
- D. Develop and implement comprehensive and integrated enrollment management and financial aid plans designed to increase the quality and diversity of the student body;<sup>1,10</sup>
- E. Develop effective relationships with government, business, education, the arts, and others, in local, national, and international venues, to facilitate, fund, or disseminate research, scholarship, and creative activity;<sup>2,5</sup>
- F. Illustrate to our public the contributions of faculty, students, and alumni to the creation of new knowledge and the cultural, social, and economic well-being of our region, state, nation, and beyond;<sup>3,2</sup> and
- G. Recruit, select, develop, reward, and retain an increasingly diverse and productive faculty and staff of sufficient size and expertise appropriate for a recognized student-centered public research university.<sup>4,4</sup>

### Note:

The superscript number indicates where this strategy is embedded within the UNT strategic goals. For example, 1.1 indicates Goal 1/Strategy 1.





MATERIALS TEST

NORTH TEXAS  
College of Engineering

1120  
1120

## Key Theme—Collaboration

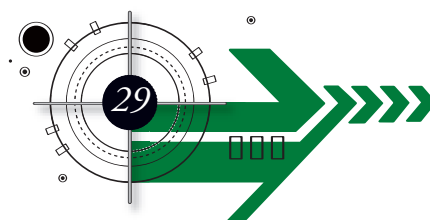
UNT WILL BUILD MUTUALLY BENEFICIAL RESEARCH AND EDUCATIONAL PARTNERSHIPS WITHIN AND OUTSIDE THE UNIVERSITY.

### Strategies:

- A. Assure a rigorous curriculum grounded in the respect for the contributions of various nationalities, cultures, backgrounds, abilities, and viewpoints, designed specifically to develop students' appreciation of diversity and capacity for in-depth critical thinking and life-long learning;<sup>1,2</sup>
- B. Challenge learners through increased involvement in peer and mentor relationships, service learning, and other diverse learning opportunities, including engagement in partnerships with businesses, educational settings, social agencies, and creative venues in the North Texas region, and beyond;<sup>1,5</sup>
- C. Enhance career development opportunities for students and alumni, increase opportunities for student-alumni networking, and expand partnerships with outside employers;<sup>1,12</sup>
- D. Develop effective relationships with government, business, education, the arts, and others, in local, national, and international venues, to facilitate, fund, or disseminate research, scholarship, and creative activity;<sup>2,5</sup>
- E. Actively develop Discovery Park as a vehicle for intensive and collaborative research activities;<sup>2,6</sup>
- F. Promote university-community engagement to address the needs of our business and government partners, surrounding communities, and area residents, engaging them in the life and activities of the University;<sup>3,3</sup>
- G. Cultivate an informed and participatory University community through internal communication mechanisms that meet the information dissemination and feedback needs of students, faculty, and staff;<sup>3,4</sup>
- H. Improve philanthropic activities through new constituent relationships, programs, collaborative work with key personnel, and coordination of development activities across the University;<sup>3,6</sup> and
- I. Develop and implement integrated management and resource allocation systems that align strategic unit-level planning, focus resource allocation, provide timely access to relevant information, facilitate implementation and direction of action plans, and require ongoing performance evaluation and continual improvement.<sup>4,2</sup>

#### Note:

The superscript number indicates where this strategy is embedded within the UNT strategic goals. For example, 1.1 indicates Goal 1/Strategy 1.









# Key Themes

## Tangible Steps to the Future

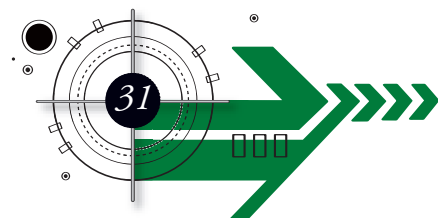
Lofty goals are realized only through concrete actions and assessment. Some goals translate more easily into measures than others. We use the following criteria to guide our work.

Performance measures should:

1. tie directly to key performance areas
2. provide data that can lead to improvement
3. be viewed as credible by stakeholders
4. be understood by a wide audience
5. be collected within reasonable cost and effort
6. be sustainable over a period of years

With these criteria in mind, performance measures have been developed for the strategies in the plan. The Appendix provides a detailed description of these measures, the baseline data where available, and a timeline with targets for improvement into the future.

The University will provide updates on the progress toward these goals and toward the measures mandated by the Texas Higher Education Coordinating Board. Periodic updates to the plan will refine and adapt the strategies and maintain steady progress into our common future.



# Appendix

[www.unt.edu/strategicplan](http://www.unt.edu/strategicplan)



## Appendix of Tables and Charts

### Strategic Goal 1 - Excellence in Student-Centered Education

A. Headcount Enrollment by Level and Ethnicity	2
B. Student FTE by Level and Ethnicity	4
C. Four-Year and Six-Year Graduation Rates for UNT Students Completing at UNT or Other Public Colleges and Universities in the State of Texas	6
D. First-Year and Second-Year Retention Rates for UNT Students Continuing at UNT or Other Public Colleges and Universities in the State of Texas	7
E. Student to Faculty Ratio	8

### Strategic Goal 2 - Increased Research, Scholarship & Creative Activity

F. Total Research Expenditures	9
G. Faculty Scholarly and Creative Activity	10
H. Total Number of Doctoral Degrees Awarded	11

### Strategic Goal 3 - Enhancing Institutional Reputation, Community Engagement and Advancement

I. Entering Freshmen who Indicate UNT as their First Choice	12
J. Gifts and Donor Support	13
K. UNT Alumni Association Membership	14

### Strategic Goal 4 - Improved Institutional Effectiveness

L. Administrative Costs as a Percent of Operating Budget	15
M. Change of Faculty and Staff by Gender and Ethnicity	16
N. Classroom Utilization Rate	17

## Appendix A: Headcount Enrollment by Level and Ethnicity

Performance Measure
Headcount enrollment disaggregated by: <ul style="list-style-type: none"> <li>• Level</li> <li>• Ethnicity</li> </ul>

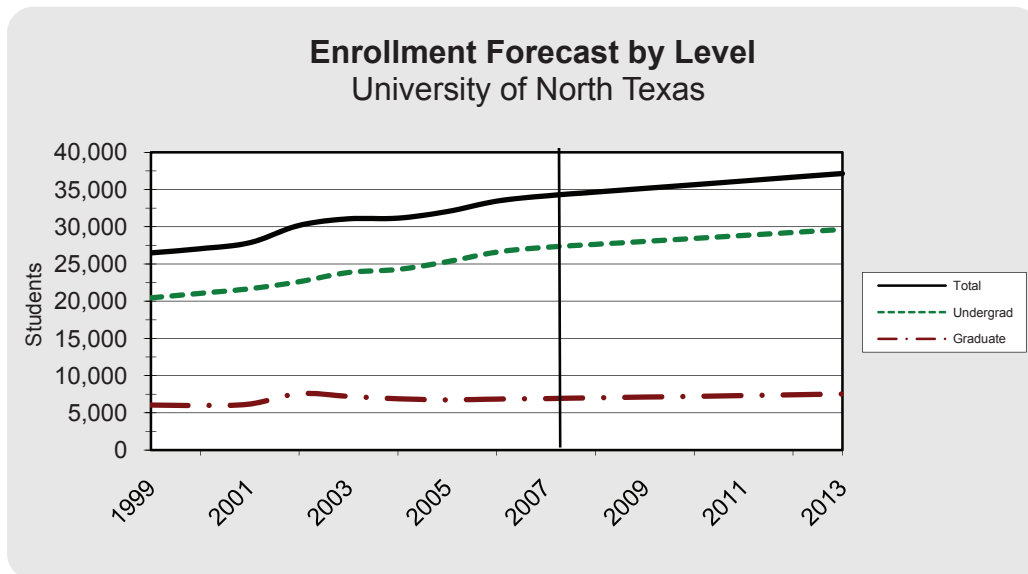
Target
Total headcount enrollment: <ul style="list-style-type: none"> <li>• Fall 2013 will reach 37,153</li> </ul>

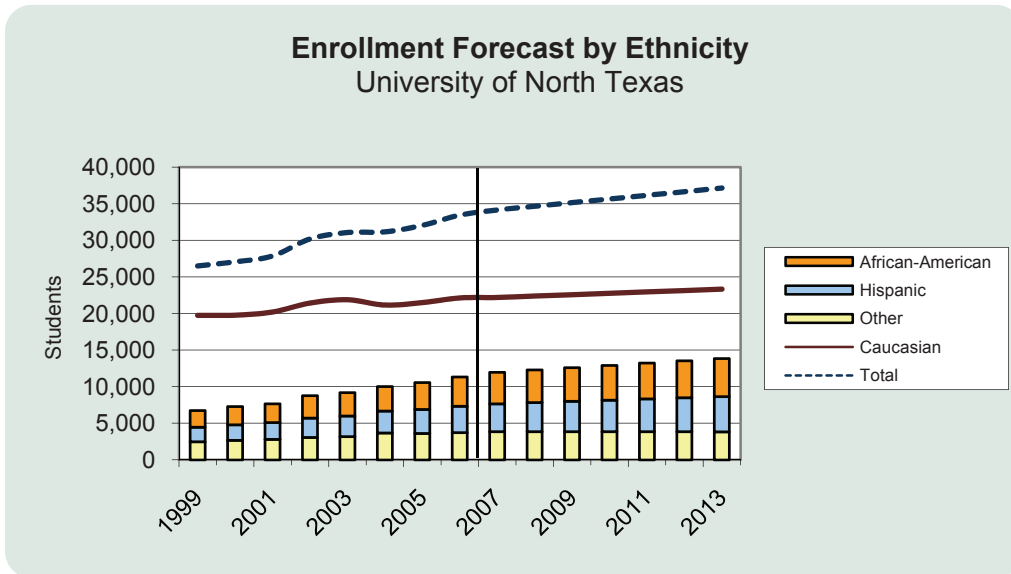
	Historical Data			Target/Projection		% of Change 2007 to 2013
				THECB 2007	* Strategic Plan 2013	
	2005	2006	2007			
Undergrad	25,308	26,598	27,242	***	29,635	8.8%
Graduate	6,739	6,845	6,911	***	7,518	8.8%
Caucasian	21,485	22,117	22,180	***	23,317	5.1%
African-American	3,667	3,989	4,307	***	5,196	20.6%
Hispanic	3,277	3,622	3,822	***	4,813	25.9%
Other	3,618	3,715	3,844	***	3,828	0.0%
<b>Total Enrollment</b>	<b>32,047</b>	<b>33,443</b>	<b>34,153</b>	<b>33,024</b>	<b>37,153</b>	<b>8.8%</b>

Source: THECB Accountability Data

*\*Projections have been adjusted to reflect UNT-Dallas becoming a stand-alone campus in 2010 and do not include UNT-Dallas students in the 2013 projections.*

*\*\*\*No data provided by THECB*





## Appendix B: Student FTE by Level and Ethnicity

Performance Measure**
Full-Time Equivalent (FTE) disaggregated by: <ul style="list-style-type: none"> <li>• Level</li> <li>• Ethnicity</li> </ul>

Target
Total Student FTE: Fall 2013 will reach: 29,391

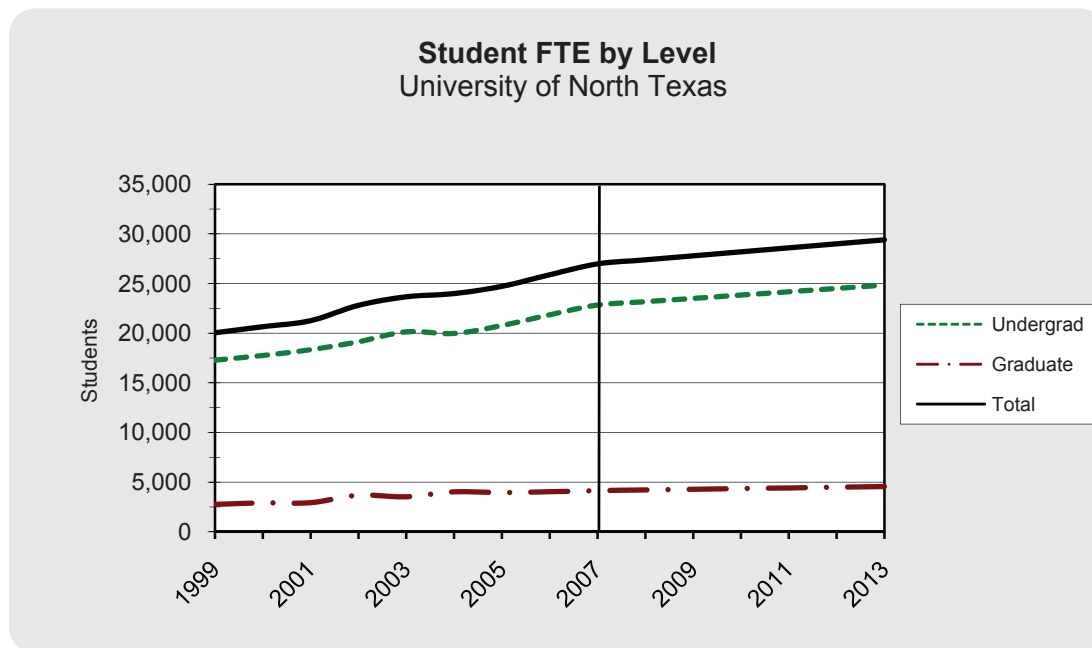
	Historical Data			Target/Projection		% of Change 2007 to 2013
				THECB 2007	* Strategic Plan 2013	
	2005	2006	2007			
Undergrad	20,770	21,851	22,833	***	24,842	8.8%
Graduate	3,941	4,028	4,137	***	4,549	10.0%
<b>Total FTE</b>	<b>24,711</b>	<b>25,879</b>	<b>26,970</b>	<b>24,946</b>	<b>29,391</b>	<b>9.0%</b>

Source: THECB Accountability Data

*\*Projections have been adjusted to reflect UNT-Dallas becoming a stand-alone campus and do not include UNT-Dallas FTEs in the 2013 projections.*

\*\*Coordinating Board Participation – Key Measure

\*\*\*No data provided by THECB



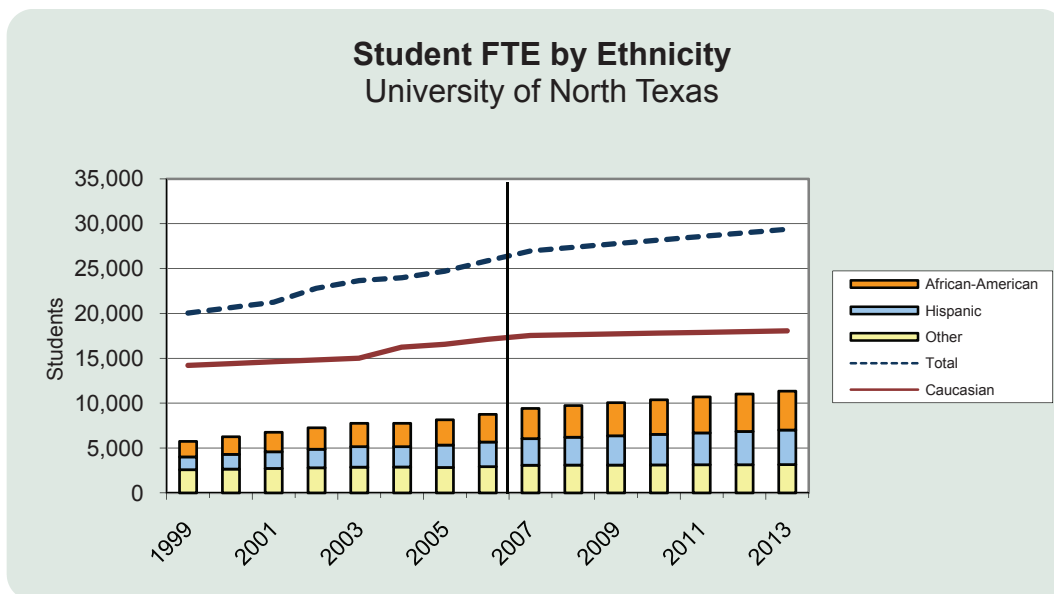
Continued Strategic Goal 1

	Historical Data			Target/Projection		% of Change 2007 to 2013
				THECB 2007	* Strategic Plan 2013	
	2005	2006	2007			
Caucasian	16,554	17,113	17,545	***	18,056	2.9%
African-American	2,822	3,085	3,385	***	4,324	27.7%
Hispanic	2,501	2,762	2,955	***	3,851	30.3%
Other	2,833	2,919	3,085	***	3,160	2.4%
<b>Total FTE</b>	<b>24,711</b>	<b>25,879</b>	<b>26,970</b>	<b>24,946</b>	<b>29,391</b>	<b>9.0%</b>

Source: THECB Accountability Data

*\*Projections have been adjusted to reflect UNT-Dallas becoming a stand-alone campus and do not include UNT-Dallas FTEs in the 2013 projections.*

*\*\*\*No data provided by THECB*



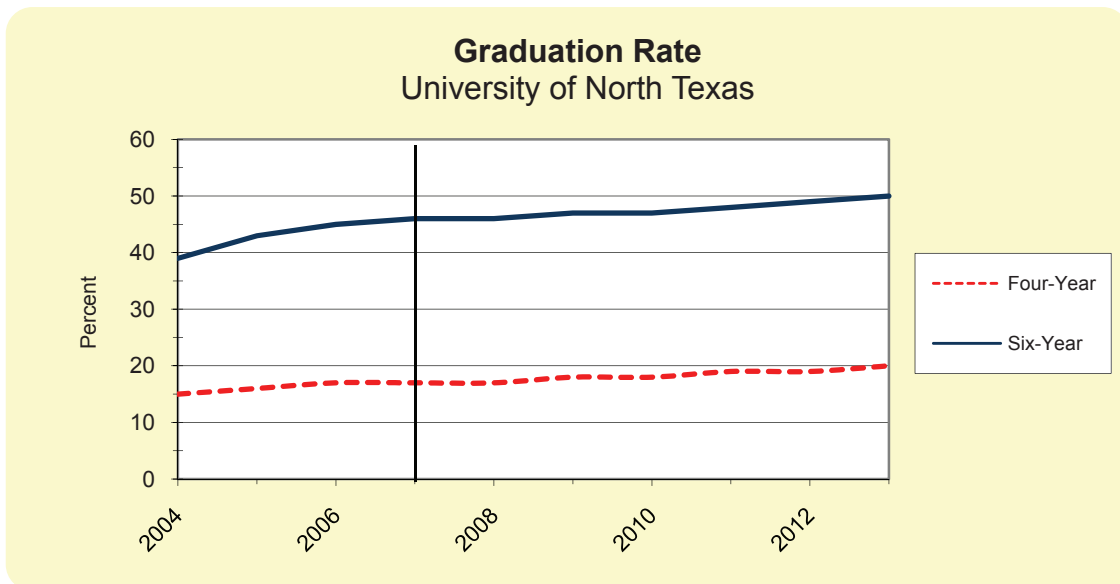
## Appendix C: Four-Year and Six-Year Graduation Rates for UNT Students Completing at UNT or Other Public Colleges and Universities in the State of Texas

Performance Measure
Graduation Rate of first-time, full-time degree seeking undergraduates by: <ul style="list-style-type: none"> <li>• Four-Year Graduation Rate</li> <li>• Six-Year Graduation Rate</li> </ul>

Target
<ul style="list-style-type: none"> <li>• FY 2013 Four-Year 20% at UNT</li> <li>• FY 2013 Six-Year 50% at UNT</li> </ul>

	Historical Data			Strategic Plan Projection	% of Change 2007 to 2013
	2004	2005	2006	2013	
Four-Year Grad Rate (UNT)	15%	16%	18%	<b>20%</b>	<b>11%</b>
Four-Year Grad Rate (Texas)	5%	3%	2%		
Six-Year Grad Rate (UNT)	39%	43%	45%	<b>50%</b>	<b>11%</b>
Six-Year Grad Rate (Texas)	9%	10%	10%		

Source: THECB Accountability Data



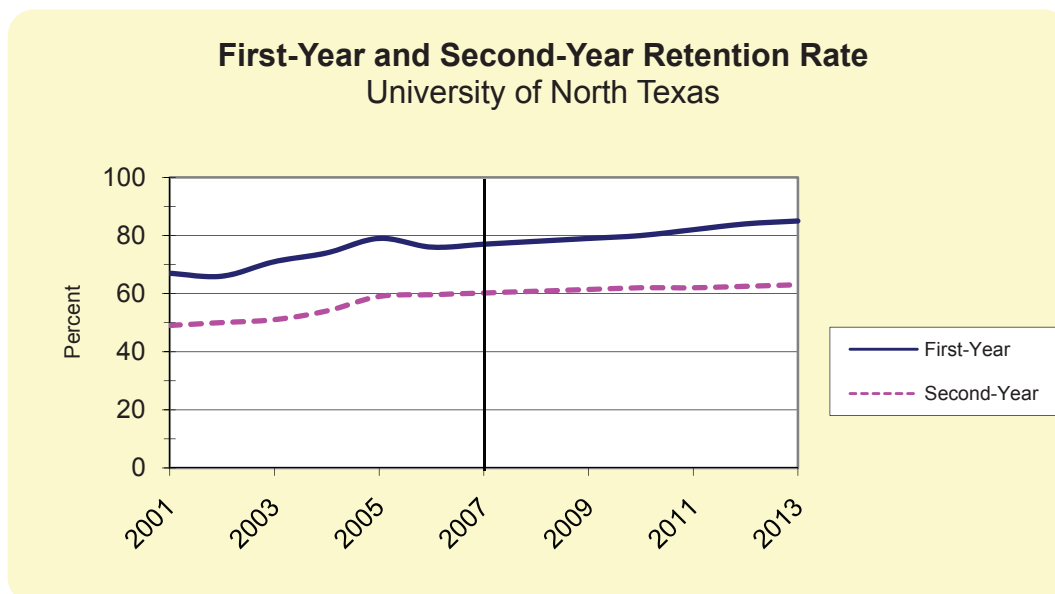


## Appendix D: First-Year and Second-Year Retention Rates for UNT Students Continuing at UNT or Other Public Colleges and Universities in the State of Texas

Performance Measure	Target
Retention rate as a percent of first-time, degree-seeking undergraduates who were: <ul style="list-style-type: none"> <li>• Retained their first-year</li> <li>• Retained their second-year</li> </ul>	<ul style="list-style-type: none"> <li>• First-Year retention rates for students retained at UNT will reach 82%</li> <li>• Second-Year retention rates will reach 63%</li> </ul>

	Historical Data		Strategic Plan Target 2013	% of Change 2005 to 2013
	2004	2005		
First-Year (UNT)	78%	79%	<b>82%</b>	<b>4%</b>
First-Year (Texas)	11%	10%		
Second-Year (UNT)	59%	60%	<b>63%</b>	<b>5%</b>
Second-Year (Texas)	22%	21%		

Source: THECB Accountability Data



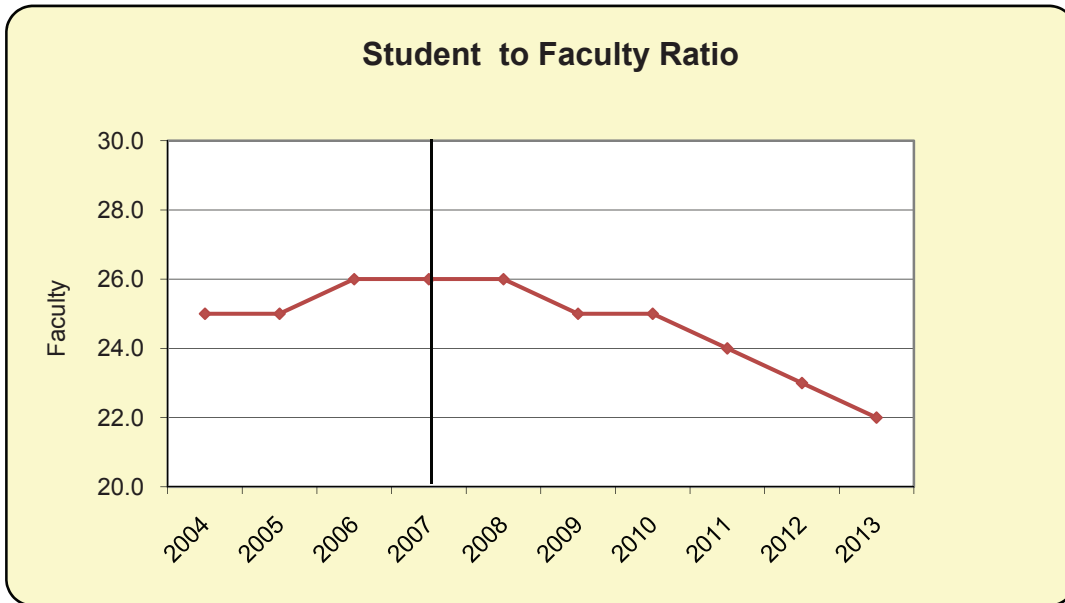
## Appendix E: Student to Faculty Ratio

Performance Measure
FTE student/FTE faculty ratio

Target
Reach a student to faculty ratio of: 22 to 1

	Historical Data			Target/Projection		% of Change 2007 to 2013
	2005	2006	2007	THECB 2007	Strategic Plan 2013	
**Student to Faculty Ratio	25 : 1	26 : 1	26 : 1	24 : 1	22 : 1	15%

Source: THECB Accountability Data



\*\* Based on LBB Calculation of Student to Faculty Ratio

UNT will implement a Quality Enhancement Plan which was approved at the accreditation visit by the Southern Association of Colleges and Schools which specifically targets the quality of instruction in large-enrollment classes. Thus, UNT is addressing the quality of instruction in ways that are not directly reflected in faculty-student ratio.

## Appendix F: Total Research Expenditures

Performance Measure	Target
Total research expenditures	Increase awards for externally-funded projects to \$40 million by 2013. Increase total research expenditures for federally-funded projects as counted by the THECB to \$26 M by 2013. Increase research expenditures as counted by the THECB to \$35 million by 2013. Increase the number of faculty as principal and co-principal investigators to 250 by 2013.

	Historical Data			Strategic Plan Target
	2004-05	2005-06	2006-07	2012-13
*Total awards for externally-funded projects	\$26,122,207	\$ 22,654,807	\$23,228,391	<b>\$ 40,000,000</b>
Total research expenditures of federally-funded projects as counted by the THECB	\$7,881,130	\$9,030,177	\$7,816,160	<b>\$ 26,000,000</b>
Total research expenditures as counted by the THECB	\$16,800,000	\$16,380,000	\$14,490,000	<b>\$ 35,000,000</b>
Number of faculty as principal and co-principal investigators	191	183	201	<b>250</b>

\*Includes Research, Instruction, Public Service, Student Service, Scholarship, and Fellowship

## Appendix G: Faculty Scholarly and Creative Activity

Performance Measure
Faculty scholarly & creative activity

Target
UNT will increase the average tenure/tenure-track faculty activity by 15 % by 2013

Tenure/Tenure Track Faculty Activity*	Number of activities completed from Jan. to Dec. 2006	Average per faculty member from Jan. to Dec. 2006	Strategic Plan Target from Jan. to Dec. 2013 (15% Increase)
Number of print or electronic refereed journal articles, book chapters, reviews, and creative works.	1,450	2.24	2.57
Number of manuscripts (e.g. journal articles, books) submitted to publishers.	1,735	2.69	3.10
Number of pre-publication books, journal articles, and chapters reviewed.	2,740	4.24	4.88
Number of juried shows, commissioned performances, creative readings, and competitive exhibitions.	838	1.30	1.50
Number of non-juried shows, performances, creative readings, and exhibitions.	985	1.52	1.75
Number of formal presentations made at state, regional, national, and international professional meetings.	2,426	3.76	4.32
Number of activities related to service (e.g., faculty governance, faculty committees, peer mentoring, academic programs in residences, recruiting efforts, student activity advisor, other student activity involvement)	3,558	5.51	6.34

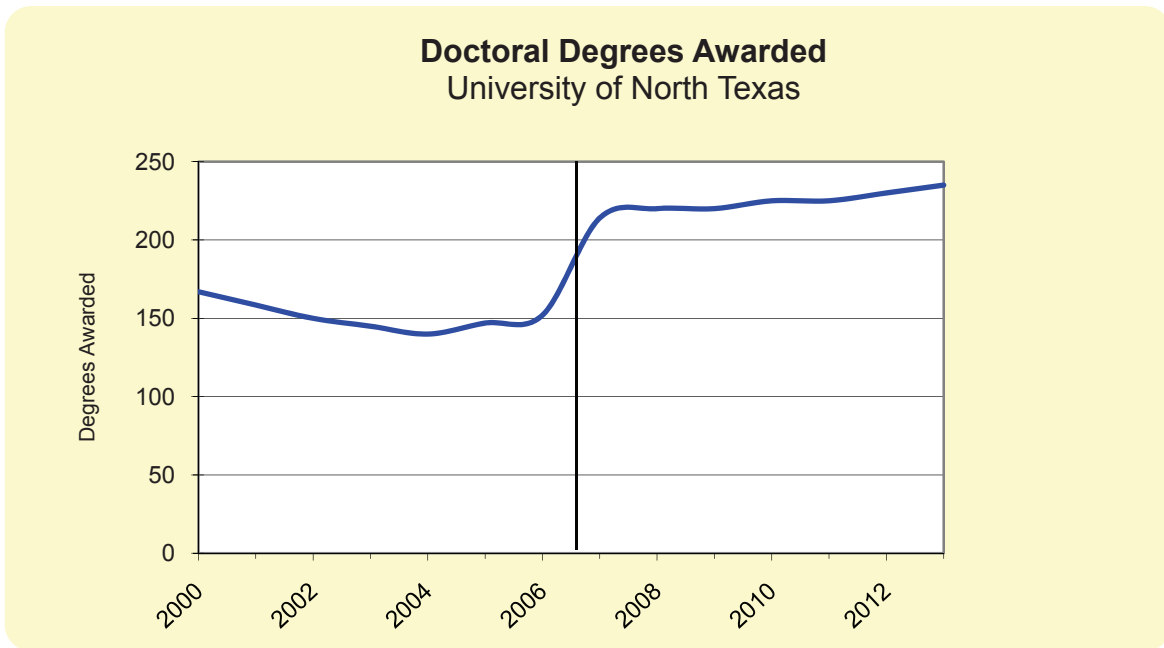
\*Based on reports as part of national Delaware Faculty Out-of-Class Activity Study conducted in fall 2007. 2007 data will be collected in fall 2008.

## Appendix H: Total Number of Doctoral Degrees Awarded

Performance Measure*
Graduates by level

Target
FY 2013 total number of doctoral degrees awarded will increase to 235

	Historical Data			Target/ Projection	% of Change
	2004	2005	2006	Strategic Plan 2013	
Doctoral	147	152	196	235	20%



## Appendix I: Entering Freshmen Who Indicated UNT as Their First Choice

Performance Measure	Target
Student Answers, “UNT was my first choice”	Students rating “UNT was my first choice” will increase by 5%.

	Entering freshmen who indicate UNT as their first choice		Goal	Strategic Plan Projection	% Change
	2002	2005	2008	2013	2005 to 2013
UNT as first choice	72.70%	73.40%	74.10%	77%	5%

*Fall Figures*

## Appendix J: Gifts and Donor Support

Performance Measure
Value of gifts to the University of North Texas

Target
Increase donor support by percent indicated in column below

	ACTUAL			PROJECTED					Strategic Plan Target 2012-2013	% Change Projected 2006-2007 to Projected 2012-2013
	Base Year 2004-2005 Goals / Results	2005-2006 Goals / Results	2006-2007 Goals / Results	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
*Total All Commitments Annually	14.8M <b>17.5M</b>	14.8M <b>13.0M</b>	16.3M <b>28.5M</b>	17.5M	19.1M	20.6M	22.1M	23.6M	25.2M	<b>55%</b>
Total Number of Donors Annually	9,600 <b>10,071</b>	10,080 <b>9,155</b>	10,584 <b>9,137</b>	11,113	11,669	12,252	12,864	13,507	14,183	<b>34%</b>
Alumni Donor %	3.6% <b>4.11%</b>	3.9% <b>3.8%</b>	4.3% <b>**4.5%</b>	4.6%	4.9%	5.3%	5.6%	5.8%	6.0%	<b>40%</b>
Total Endowment	61.7M <b>62.3M</b>	68.0M <b>66.8M</b>	74.8M <b>91.4M</b>	92M	96M	98.5M	107M	110M	114M	<b>52%</b>

\*These figures have been adjusted to meet nationally recognized counting standards.

\*\* As reported in the US News and World Report

Strategic Goal 3

## Appendix K: UNT Alumni Association Membership

Performance Measure
Number of members in the UNT Alumni Association

Target
• Membership in UNT Alumni Association to increase by 122%

	Baseline Established 2004-05	Membership
Actual	2004-05	4,900
	2005-06	4,823
	2006-07	5,848
Projected	2007-08	7,100
	2008-09	8,600
	2009-10	9,800
	2010-11	11,000
	2011-12	12,500
	2012-13	13,000
<b>% Change 2006 -2013</b>		<b>122%</b>



## Appendix L: Administrative Costs as a Percent of Operating Budget

<b>Performance Measure</b>
Administrative Costs: Amount expended for administrative costs as a percent of operating budget.

<b>Target</b>
UNT will not exceed the administrative costs as a percent of operating budget above 10%.

	<b>Historical Data</b>				<b>Strategic Plan Maximum Projection</b>
	FY2004	FY2005	FY2006	FY2007	<b>2013</b>
Administrative Costs as percentage of Operating Budget	10.2%	8.0%	7.8%	8.1%	<b>10.0%</b>

*Fiscal Year*

## Appendix M: Change of Faculty and Staff by Gender and Ethnicity

Performance Measure
Increase of Full-Time Faculty and Staff by Gender and Ethnicity

Target
Note: No targets are set for this measure; however, information will be reported annually. UNT has a strong commitment to increasing diversity among all levels of staff and faculty.

	Staff						Faculty					
	2005-06		2006-07		2007-08		2005-06		2006-07		2007-08	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
White, Non-Hispanic	681	917	682	929	697	1023	440	233	433	248	440	241
Black, Non-Hispanic	72	111	70	120	80	118	17	16	18	13	20	13
Hispanic	83	134	82	141	85	141	17	20	18	19	23	18
Asian/Pacific Islander	25	23	27	24	31	30	33	10	36	18	45	24
American Indian/Alaska Native	8	13	8	13	7	13	5	3	4	3	4	3
Nonresident Alien	13	16	11	16	20	19	31	14	30	9	28	16
Race Unknown	22	22	26	35	13	18	15	12	14	12	19	13

## Appendix N: Classroom Utilization Rate

Performance Measure
Classroom Utilization Rate

Target
UNT will increase the Classroom Utilization Rate to 38 hours per week

	Historical Data			Strategic Plan Projection
	FY2000	FY2006	FY2007	2013
Classroom Utilization Rate- Hours Per Week	35.5	34.7	34.7	<b>38</b>



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