

UNT | DALLAS™

UNIVERSITY OF NORTH TEXAS AT DALLAS

More than a university... it's my life

Strategic Plan Update

April 29, 2016

OPENING

- What you will see here are updated strategic goals, objectives and initiatives from our teams.
- We began the strategic planning process in late October and held a second session in early November. Participants included students, community, faculty, staff, College of Law, UNT, and UNT System.
- We then moved next team by team to brainstorming and tactical planning to begin developing best ideas.
- The essence of our conversations have been to rededicate ourselves to the mission of serving UNTD's primary region.
- Dedicating ourselves to being a force for positive change in Southern Dallas.
- Dedicated to increasing college participation rates.
- Dedicated to increasing economic development in this key geography.
- All things I'm about to discuss spring from this strong sense of mission.
- **Teams have exceeded my expectations!**
- All of you are invited to participate.

MISSION, VISION, VALUES, GOALS

Mission

Empower. Transform. Strengthen.

UNT Dallas empowers students, transforms lives, strengthens communities.

Vision

Through education and community connectedness, UNT Dallas aspires to be the pathway to social mobility in its primary market.

Values

- Resilience
- Unity
- Excellence
- Mentoring
- Integrity
- Effectiveness
- Strategic
- Diversity

Goals

Rooted in community. Become the leading university in Southern Dallas and nearby suburbs.

Grow. Increase enrollment, retention and completion rates with experiential learning while developing critical thinking and marketable skills for every student.

Serve. Relentless pursuit of student success.

STRATEGIC PLANNING TEAMS

Action Teams (Faculty, Staff, Deans, Department Heads and Student Government)	Theme 1: Learning and Discovery (Lois Becker)	Theme 2: Sustainable growth, finance, resources (Dan Edelman)	Theme 3: Quality Experiences for Lifetime Success (Lois Becker)	Theme 4: People and Teamwork (Bob Mong)
Steering Committee Bob Mong Lois Becker Dan Edelman	1.1 Align our work to our market's greatest need Karen Shumway (team leader) Ashley Johnson Charlene Conner Constance Lacy Glenda Balas	2.1 Use data strategically to guide better decisionmaking Karen Jarrell (team leader) Ali Shaqlah Daniel Friesen Jason Faulk Jody Gooch Kim Kearney Ron Horriek Todd Milam Sam Shi	3.1 Active Learning: Every student graduates with one or more of these experiential credentials: a paid internship; a demanding research effort; a scholarly work related project; extensive service learning participation Constance Lacy (team leader) Arthur Lumzy Banu Goktan Bilhan Elizabeth Muniz Iftekhar Amin Katrina Coakley Lois Becker Randy Hahn Ratna Narayan Sarah Davenport Shella Lumar	4.1 Build Strong Culture Based on Our Shared Values Bob Mong (team leader) Gary Finney Jamaica Chapple Jennifer Skinner Randy Jolly
On Strategy Team H.D. Stearman (team leader) Dan Edelman April Barnes	Isaura Flores John Gasko Larry Rapp Subhro Mitra			4.1.1 Practice inter professional cooperation and respect Gary Finney (team leader) Cynthia Matthews Glenda Moss Iftekhar Amin Brian Miller Maria Cardona Brooks Jennifer Skinner
Making our Mission Possible Constance Lacy (team leader) Bob Mong Brenda Robertson Cynthia Johnson Dan Edelman Dean Aslinia Elizabeth Muniz Lois Becker Sheryl Santos Hatchett	1.2 Identify priority programs that are relevant, distinctive and differentiated, including one that will be the best in North Texas Karen Shumway (team leader) Ashley Johnson Charlene Conner Constance Lacy Glenda Balas Isaura Flores John Gasko Larry Rapp Subhro Mitra Marvin Arts	2.2 Increase Philanthropic Support Ana Rodriguez (team leader) Aaron Bartula Alicia Brossette Constance Lacy Glenda Balas Isaura Flores Jamaica Chapple John Gasko Karen Shumway Melinda Schlager Randy Hahn Randy Jolly Stephanie Holley	3.1.1 Every student graduates with demonstrated competence Glenda Balas (team leader) Ali Shaqlah Charlene Conner Mario Casa de Calo Nick Viator Jennifer Skinner Chris Dickman Constance Lacy Ronald Forj Walter Borges	4.1.2 G.R.E.A.T. Communications (Genuine Relevant Effective and Timely Communications) Randy Jolly (team leader) Ashley Johnson David Kirkwood Jack Allday Jared Horn Mark Treger Sarah Davenport Stephanie Sierra Tricia Magel Stephanie Holley Ruhama Tolossa Lauren Ronquille
Vision Larry Terry (team leader) Bob Mong Lois Becker Dan Edelman	1.3 Recruit and retain outstanding teachers/scholars Elizabeth Muniz (team leader) Alicia Brossette Arturo Cole Ascutia Marco Shapgeck Noureen Khan Matthew Babcock Kelly Varga Priya Eimerbrink Steven Arxer Marvin Arts Subhro Mitra Charlene Conner	2.3 Increase Enrollment, retention and completion rate Dan Edelman (co team leader) Katrina Coakley (co team leader, retention) Alounda Joseph Ana Rodriguez Arthur Lumzy Chris Dickman Glenda Balas Jamaica Chapple Jason Faulk Marco Shapgeck Nicholas Viator Randy Jolly Stephanie Holley Thad Anglin Todd Milam	3.1.2 UNTD graduates earn above expected wage Bob Mong (co team leader) Dan Edelman (co team leader) Ana Rodriguez Banu Goktan Bilhan Isaura Flores Larry Terry Lois Becker Mostafa Malki Randy Jolly Shaniece Miller	4.1.3 Establish traditions Jamaica Chapple (team leader) Cynthia Matthews Erick Solis Jack Allday Jennifer Skinner
Values Glenda Moss (team leader) Ali Shaqlah Bob Mong Cindy Suarez Dan Edelman Lois Becker Shella Lumar Steven Arxer Uvaldina Janecek		2.4 Improve Student and Administrative Customer Service Rian Wilhite (co team leader, administrative) Brenda Robertson (co team leader, student) Charlene Conner Elizabeth Muniz Gretchen Hackard Kevin Rocha Pat Wynn Rey Valencia Daniel Friesen David Kirkwood Desiree Curry Maria Cardona Brooks Michelle Hurdle April Barnes Ron Horriek Jarrad Carter (student representative)	3.2 Develop expertise serving underresourced students Jamaica Chapple (team leader) Christopher Dickman Justin Jacques Katrina Coakley Larry Bryant Marcus Roberson Paulina Romero Shella Lumar Alicia Brossette	4.1.4 Serve different student constituencies well Jennifer Skinner (team leader) Alounda Joseph Banu Goktan Cindy Suarez Herbert Hayes One non traditional student One traditional student One transfer student
Goals *	1.4 Benchmark with similar aspirations universities regionally, nationally best in class Sam Shi (team leader) Bob Mong Dan Edelman Jack Allday Jason Simon UNT Denton Karen Shumway	2.5 Set targets and benchmarks to keep tuition and fees affordable Rafiu Fashina (team leader) Kim Kearney Randy Jolly Scott Lapinski Stephanie Holley		
		2.6 Build Active Residential Life and Additional Facilities to Make UNTD more Jamaica Chapple (team leader) Ashley Johnson Glenda Balas Jamaica Chapple Jennifer Skinner Maria Ciriza Lope		
		2.7 Develop more meaningful private/public partnerships Arthur Lumzy (team leader) Ana Rodriguez John Gasko Karen Shumway Larry Terry Melinda Schlager Mostafa Malki Pat Wynn Randy Hahn Randy Jolly Subhro Mitra		

THEME 1: LEARNING AND DISCOVERY

UNTS Theme	Key Objectives	Initiatives
LEARNING & DISCOVERY: 1. Create and continuously improve vibrant and innovative academic communities	1. Align our work to our market's greatest needs (UNT Dallas) (08/31/21)	1.1 Reduce the gap between UNT Dallas program offerings and the market needs (08/31/21)
	2. Identify priority programs that are relevant, distinctive, and differentiated, including one that will be the best in North Texas (UNT Dallas) (08/31/21)	2.1 Establish hallmark programs in each academic school (08/31/21)
	3. Recruit and retain outstanding teacher-scholars (UNT Dallas) (08/31/21)	3.1 Align UNT Dallas mission/vision to recruit outstanding teacher-scholars in terms of teaching, teaching service, university service, service to profession, and research (08/31/21)
		3.2 Retain outstanding teacher-scholars to include teaching, teaching service, university service, service to profession, and research (08/31/21)
	4. Benchmark with similar aspirational universities regionally, nationally, and best in class (UNT Dallas) (08/31/21)	4.1 Identify areas of excellence compared to regional peers (08/31/21)
		4.2 Identify areas of excellence compared to national peers (08/31/21)
		4.3 Identify areas of excellence compared to best in class peers (08/31/21)
		4.4 Identify areas of excellence compared to AACSB peers (08/31/21)

THEME 2: SUSTAINABLE GROWTH, FINANCE, RESOURCES

UNTS Theme	Key Objectives	Initiatives
SUSTAINABLE GROWTH, FINANCE & RESOURCES: 2. Achieve exceptional service and value for all customers including students	5. Use data strategically to guide better decision making (UNT Dallas) (08/31/21)	5.1 Commit to Proactive, Informed Data-Driven Decision-Making Via Data Improvement (08/31/21)
		5.2 Improve the Availability and Visibility of Data Among Functional Units (08/31/21)
		5.3 Implement New and Enhanced Visualization Tools and Techniques for Planning and Forecasting (08/31/21)
	6. Increase philanthropic support (UNT Dallas) (08/31/21)	6.1 Commit to ambitious fundraising goals (08/31/21)
		6.2 Develop goal and strategy for first capital campaign (08/31/21)
		6.3 Increase value of endowments (permanent and quasi) (08/31/21)
	7. Increase enrollment, retention, and completion rates (UNT Dallas) (08/31/21)	7.1 Grow student enrollment (08/31/21)
		7.2 Exceed state student retention rate for each of 11 demographic areas that include race, age, transfer, FTIC, full-time, part-time, credit completion, Pell, non-Pell, HS GPA, and ACT/SAT (08/31/21)
		7.3 Improve 4-year graduation rate (08/31/21)
		7.4 Improve 6-year graduation rate (08/31/21)
	8. Improve student and administrative customer service (UNT Dallas) (08/31/21)	8.1 Increase information resources to University stakeholders (08/31/18)
		8.2 Develop a One-Stop-Shop to welcome and retain students (08/31/17)
8.3 Create a customer-oriented culture (08/31/26)		
9. Keep tuition and fees affordable (UNT Dallas) (08/31/21)	9.1 Remain among the most affordable 4-year university within the North Texas region (08/31/21)	
10. Build active residential life and additional facilities to make UNTD more vibrant (UNT Dallas) (08/31/21)	10.1 Tie pending construction to increased academic and student activities along with implementation of 1st year experience programming (08/31/21)	
11. Develop more meaningful private-public partnerships (UNT Dallas) (08/31/21)	11.1 Build the number of private-public partnerships (08/31/21)	
12. Improvement management of fiscal resources (UNT Dallas) (08/31/21)	12.1 Improve financial net position through growth and reserves (08/31/21)	

THEME 3: QUALITY EXPERIENCES FOR LIFETIME SUCCESS

UNTS Theme	Key Objectives	Initiatives
QUALITY EXPERIENCES FOR LIFETIME SUCCESS: 3. Provide quality experiences for lifetime success for all students	13. Active Learning: every student graduates with one of more of these experiential credentials: a paid internship; a demanding research effort; a scholarly work-related project; extensive service learning participation (UNT Dallas) (08/31/21)	13.1 Demonstrated Competencies: All graduates demonstrate outstanding oral and written communication skills (08/31/21)
		13.2 Demonstrated Competencies: All graduates demonstrate strong critical thinking and analytical abilities (08/31/21)
		13.3 Demonstrated Competencies: All graduates demonstrate ethical decision making (08/31/21)
		13.4 Demonstrated Competencies: All graduates demonstrate ability to work well with others (08/31/21)
		13.5 Pathway to Social and Economic Mobility: Become a national leader in producing graduates who make better than expected earning after graduation (08/31/25)
		13.6 Enhance and expand Experiential Learning Experiences (08/31/21)
		13.7 Be known for conducting service learning projects in the community (08/31/21)
	14. Develop expertise serving under-resourced college students (UNT Dallas) (08/31/21)	14.1 Benchmark with Best-In-Class Institutions (08/31/21)
		14.2 Expand Mentorship Programs (08/31/21)
		14.3 Obtain Title III Grants for developing universities (08/31/21)

THEME 4: PEOPLE AND TEAMWORK

UNTS Theme	Key Objectives	Initiatives
PEOPLE & TEAMWORK: 4. Develop the fullest potential of every team member	15. Build a strong culture based on our shared values (UNT Dallas) (08/31/21)	15.1 Practice inter-professional cooperation and respect (08/31/21)
		15.2 G.R.E.A.T Communications - Genuine Relevant Effective and Timely Communication (08/31/21)
		15.3 Establish traditions (08/31/21)
		15.4 Serve different student constituencies well (08/31/21)