

# UNT | DALLAS™

UNIVERSITY OF NORTH TEXAS AT DALLAS

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

## **Strategic Plan Update**

February 19, 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.

# 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)
<b>Steering Committee</b> Bob Mong Lois Becker Dan Edelman	<b>1.1 Align our work to our market's greatest need</b> Karen Shumway (team leader) Ashley Johnson Charlene Conner Constance Lacy Glenda Balas Isaura Flores John Gasko Larry Rapp Subhro Mitra	<b>2.1 Use data strategically to guide better decisionmaking</b> Karen Jarrell (team leader) Ali Shaqlaih Daniel Friesen Jason Faulk Jody Gooch Kim Kearney Ron Horrick Todd Milam Sam Shi	<b>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; extensio service learning participation</b> Constance Lacy (team leader) Arthur Lumzy Banu Goktan Bilhan Elizabeth Muniz Iftekhar Amin Katrina Coakley Lois Becker Randy Hahn Ratna Narayan Sarah Davenport Shelia Lumar	<b>4.1 Build Strong Culture Based on Our Shared Values</b> Bob Mong (team leader) Gary Finney Jamaica Chapple Jennifer Skinner Randy Jolly
<b>On Strategy Team</b> H.D. Stearman (team leader) Dan Edelman April Barnes				<b>4.1.1 Practice inter professional cooperation and respect</b> Gary Finney (team leader) Cynthia Matthews Glenda Moss Iftekhar Amin Jennifer Skinner
<b>Making our Mission Possible</b> Constance Lacy (team leader) Bob Mong Brenda Robertson Cynthia Johnson Dan Edelman Dean Aslinia Elizabeth Muniz Lois Becker	<b>1.2 Identify priority programs that are relevant, distinctive and differentiated, including one that will be the best in North Texas</b> Karen Shumway (team leader) Ashley Johnson Charlene Conner Constance Lacy Glenda Balas Isaura Flores John Gasko Larry Rapp Subhro Mitra	<b>2.2 Increase Philanthropic Support</b> 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	<b>3.1.1 Every student graduates with demonstrated competence</b> Glenda Balas (team leader) Ali Shaqlaih Charlene Conner Mario Casa de Calé Nick Viator Jennifer Skinner Chris Dickman Constance Lacy Ronald Forj Walter Borges	<b>4.1.2 G.R.E.A.T. Communications (Genuine Relevant Effective and Timely Communications)</b> Randy Jolly (team leader) Ashley Johnson David Kirkwood Jack Allday Jared Horn Mark Tregler Sarah Davenport Stephanie Sierra Tricia Magel Stephanie Holley Ruhama Tolossa Lauren Ronquille
<b>Vision</b> Larry Terry (team leader) Bob Mong Lois Becker Dan Edelman	<b>1.3 Recruit and retain outstanding teacherscholars</b> Elizabeth Muniz (team leader) Alicia Brossette	<b>2.3 Increase Enrollment, retention and completion rate</b> 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 Shappeck Nicholas Viator Randy Jolly Stephanie Holley Thad Anglin Todd Milam	<b>3.1.2 UNTD graduates earn above expected wage</b> Bob Mong (co team leader) Dan Edelman (co team leader) Aaron Bartula Ana Rodriguez Banu Goktan Bilhan Isaura Flores Larry Terry Lois Becker Mostafa Malki Randy Jolly Shaniece Miller	<b>4.1.3 Establish traditions</b> Jamaica Chapple (team leader) Cynthia Matthews Erick Solis Jack Allday Jennifer Skinner
<b>Values</b> Glenda Moss (team leader) Ali Shaqlaih Bob Mong Cindy Suarez Dan Edelman Lois Becker Shelia Lumar Steven Arzer Uvaldina Janecek	<b>1.4 Benchmark with similar aspirations universities regionally, nationally best in class</b> Sam Shi (team leader)	<b>2.4 Improve Student and Administrative Customer Service</b> April Barnes (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 Rian Wilhite Ron Horrick	<b>3.2 Develop expertise serving underresourced students</b> Jamaica Chapple (team leader) Christopher Dickman Justin Jacques Katrina Coakley Larry Bryant Marcus Roberson Paulina Romero Shelia Lumar	<b>4.1.4 Serve different student constituencies well</b> Jennifer Skinner (team leader) Alounda Joseph Banu Gokthan Cindy Suarez Herbert Hayes One non traditional student One traditional student One transfer student
<b>Goals *</b>	Bob Mong Dan Edelman Jack Allday Jason Simon UNT Denton Karen Shumway	<b>2.5 Set targets and benchmarks to keep tuition and fees affordable</b> Rafiu Fashina (team leader) Kim Kearney Randy Jolly Scott Lapinski Stephanie Holley		
	<b>2.6 Build Active Residential Life and Additional Facilities to Make UNTD more Vibrant</b> Lois Becker (team leader) Ashley Johnson Glenda Balas Jamaica Chapple Jennifer Skinner Maria Ciriza Lope	<b>2.7 Develop more meaningful private/public partnerships</b> 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

Theme	Key Objectives	Initiatives
<b>LEARNING &amp; DISCOVERY</b> 1. Create and continuously improve vibrant and innovative academic communities	1.1 Align our work to our market's greatest needs (08/31/21)	1.1.1 Reduce the gap between UNT Dallas program offerings and the market needs (8/31/21)
	1.2 Identify priority programs that are relevant, distinctive and differentiated, including one that will be the best in North Texas (8/31/21)	1.2.1 Establish hallmark programs in each academic school (8/31/21)
	1.3 Recruit and retain outstanding teacherscholars (8/31/21)	1.3.1 Align UNT Dallas mission/vision to recruit outstanding teacherscholars in terms of: teaching, teaching service, university service, service to profession, and research (8/31/21)
		1.3.2 Retain outstanding teacherscholars to include: teaching, teaching service, university service, service to profession, and research (8/31/21)
	1.4 Benchmark with similar aspirational universities regionally,nationally, best in class (8/31/21)	1.4.1 Identify areas of excellence comparedto regional peers (8/31/21)
		1.4.2 Identify areas of excellence compared to national peers (8/31/21)
		1.4.3 Identify areas of excellence compared to bestinclass peers (8/31/21)

# THEME 2: SUSTAINABLE GROWTH, FINANCE, RESOURCES

Theme	Key Objectives	Initiatives
<b>SUSTAINABLE GROWTH, FINANCE &amp; RESOURCES</b> 2. Achieve exceptional service and value for all customers including students	2.1 Use data strategically to guide better decisionmaking (8/31/21)	2.1.1 Commit to Proactive, Informed DataDriven Decision Making Via Data Improvement (8/31/21)
		2.1.2 Improve the Availability and Visibility of Data Among Functional Units (8/31/21)
		2.1.3 Implement New and Enhanced Visualization Tools and Techniques for Planning and Forecasting (8/31/21)
	2.2 Increase philanthropic support (8/31/21)	2.2.1 Commit to ambitious fundraising goals (8/31/21)
		2.2.2 Develop goal andstrategy for first capital campaign (8/31/21)
		2.2.3 Increase value of endowments (permanent and quasi)

## THEME 2: SUSTAINABLE GROWTH, FINANCE, RESOURCES CONTINUED...

Theme	Key Objectives	Initiatives
<b>SUSTAINABLE GROWTH, FINANCE &amp; RESOURCES</b> 2. Achieve exceptional service and value for all customers including students	2.3 Increase enrollment, retention and completion rates(8/31/21)	2.3.1 Grow student enrollment (8/31/21)
		2.3.2 Exceed state student retention rate for each of the 11 demographic areas that include: Race, Age, Transfer, FTIC, FullTime, Part Time, Credit Completion, Pell, NonPell, HS GPA, and ACT/SAT (8/31/21)
		2.3.3 Improve 4 year graduation rate (8/31/21)
		2.3.4 Improve 6 year graduation rate (8/31/21)
	2.4 Improve student and administrative customer service (8/31/21)	2.4.1 Increase information resources to University stakeholders (8/31/18)
		2.4.2 Develop a OneStopShop to welcome and retain students (8/31/16)
		2.4.3 Create a customer oriented culture (8/31/26)
	2.5 Keep tuition and fees affordable (8/31/21)	2.5.1 Remain among the most affordable 4 year university within a 50 mile radius (8/31/21)
	2.6 Build active residential life and additional facilities to make UNTD more vibrant (8/31/21)	2.6.1 Tie pending construction to increased academic and student activities along with implementation of 1st year experience programing (8/31/21)
	2.7 Develop more meaningful private public partnerships (8/31/21)	2.7.1 Build the number of private public partnerships (8/31/21)

# THEME 3: QUALITY EXPERIENCES FOR LIFETIME SUCCESS

Theme	Key Objectives	Initiatives
<b>QUALITY EXPERIENCES FOR LIFETIME SUCCESS</b> 3. Provide quality experiences for lifetime success for all students	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 (8/31/21)	3.1.1 Demonstrated Competencies: All graduates demonstrate outstanding oral and written communication skills (8/31/21)
		3.1.2 Demonstrated Competencies: All graduates demonstrate strong critical thinking and analytical abilities (8/31/21)
		3.1.3 Demonstrated Competencies: All graduates demonstrate ethical decision making (8/31/21)
		3.1.4 Demonstrated Competencies: All graduates demonstrate ability to work well with others (8/31/21)
		3.1.5 Pathway to Social and Economic Mobility: Become a national leader in producing graduates who make better than expected earning after graduation (8/31/26)
		3.1.6 Enhance and expand Service Learning experiences (8/31/21)
		3.1.7 Be known for conducting service learning projects in the community (8/31/21)
	3.2 Develop expertise serving under-resourced college students (8/31/21)	3.2.1 Benchmark with Best in Class Institutions (8/31/21)
		3.2.2 Expand Mentorship Programs (8/31/18)
		3.2.3 Obtain Title III Grants (for developing universities) (8/31/26)

# THEME 4: PEOPLE AND TEAMWORK

Theme	Key Objectives	Initiatives
<b>PEOPLE &amp; TEAMWORK</b> 4. Develop the fullest potential of every team member	4.1 Build a strong culture based on our shared values (8/31/21)	4.1.1 Practice interprofessional cooperation and respect (8/31/21)
		4.1.2 G.R.E.A.T Communications (Genuine Relevant Effective and Timely Communication) (8/31/21)
		4.1.3 Establish traditions (8/31/21)
		4.1.4 Serve different student constituencies well (8/31/21)