



# UTA 2030

Shared Dreams, Bright Future.



Together we  
will realize  
**our strategic plan,**  
ensuring  
we accomplish  
**big dreams  
together.**





# The Maverick Way to a Bright Future

I am very pleased to introduce The University of Texas at Arlington's new strategic plan, **UTA 2030: Shared Dreams, Bright Future**. This plan is a shared collaboration with participation across our University and broader community, through a year of engagement sessions, planning meetings, interviews, focus groups, and feedback from our stakeholders. It is the embodiment of the dreams that our community has shared with me and the bright future we have ahead of us as we realize those dreams.

Our strategic planning efforts created an important platform for ideas to be shared about what is important for our University, and it also allowed our leaders to evaluate what makes UTA successful as well as what will help us grow stronger as a University and a community. Through input of both internal and external stakeholders, we were able to identify the top priorities for the University we will focus on over the coming years.

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**The goals outlined in this plan, *like our dreams*,  
are big and will help us to shine brightly.**

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All of the work outlined is guided by our mission, vision, and values. These shape our goals and strategies as we focus on the talents of our students, the research and innovation that supports our robust economic impact, and our culture of community engagement.

We greatly appreciate the time and effort invested by our students, staff, faculty, and community leaders for their active participation in this process and for sharing their expertise to create this plan. I'm honored to share this next phase of UTA's journey with this incredible community, and to share the path we plan to forge together as we look forward to realizing an even brighter future for UTA and all those whom we impact.

Together, through our shared dreams, we have a bright future ahead.



Jennifer Cowley, Ph.D.  
President  
University of Texas at Arlington



## **Our Mission**

The University of Texas at Arlington is a comprehensive teaching, research, and public service institution dedicated to the advancement of knowledge through scholarship and creative work.

The University is committed to providing access and ensuring student success, and to a culture of innovation, entrepreneurship, and commercialization of discoveries by our community of scholars.

The University promotes lifelong learning through its academic, continuing education, and experiential learning programs. The faculty, staff, and student community shares diverse cultural values that foster inclusivity and cultivate mutual respect.



## **Our Vision**

To have a lasting impact on the communities we serve by developing the talents of our students, leading in innovation and discovery, and fostering a culture of engagement.

# Our Values

## Collaboration

Building authentic partnerships to leverage access, skills, talents, and knowledge to achieve desired results.

## Community of Belonging

Creating a thriving community that demonstrates appreciation, value, and respect for all individuals.

## Excellence

Approaching all actions with high standards and exemplary service.

## Innovation

Consistently striving to think and act in new and creative ways.

## Integrity

Demonstrating honesty, transparency, and ethical behavior.



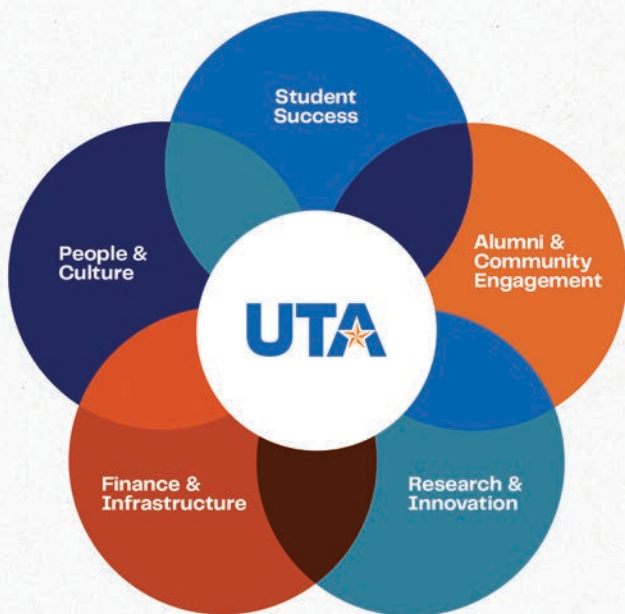




PILLARS OF ASPIRATION

# Talent, Innovation, and Place

UTA built our strategic plan around three pillars of aspiration: the talent we develop, the innovation we create, and the unique place we hold in the region and state.



# Strategic Themes

## What Guides Us

The University of Texas at Arlington (UTA), a Hispanic-Serving Institution and Asian American and Native American Pacific Islander-Serving Institution, stands as a beacon of community impact within the region.

With deep roots in North Texas and strong partnerships across the Dallas-Fort Worth Metroplex, UTA has brought continuous momentum to Arlington and the broader region for over 100 years.

In this newest strategic plan, UTA redefines community impact for universities, rooting it in academic excellence, groundbreaking discovery, and unwavering engagement. Together, we embark on a journey guided by this roadmap to realize the shared dreams of our community and shape a bright future for all.

# People and Culture

## OUR GOAL

**We will create and enhance a climate that values meaningful collaboration, recognition, and belonging.**

## Our Strategy

- Integrate UTA values throughout the University to support the campus in creating an environment and culture of belonging and engagement.
- Foster a culture that attracts and retains top-tier talent and empowers our employees to contribute their best efforts.
- Accelerate talent acquisition processes and management strategies across the University.

## Our Desired Outcomes



**Collaborative culture among faculty, staff, and students.**



**Strengthened leadership and teamwork through belonging and engagement.**



**Motivated and highly developed employees.**



**Enhanced internal processes, including communication and decision making.**



# Student Success

## OUR GOAL

**We will foster a vibrant learning community that empowers all students to succeed in their academic, personal, and professional goals.**

## Our Strategy

- Enhance access and affordability for all students.
- Elevate the educational journey to ensure a transformative student experience and timely graduation.
- Equip students with the skills, knowledge, and persistence to confidently and successfully achieve educational and career goals.
- Foster a student-centered approach to well-being for all.

## Our Desired Outcomes



**Achieved academic excellence and mastery of key concepts across multiple disciplines.**



**Enhanced academic, personal, social, and emotional development.**



**Students equipped with knowledge, skills, and mindset to succeed in college and beyond.**



**Engaged students who positively impact the communities they live in.**

# Research and Innovation

## OUR GOAL

**We will elevate UTA as an internationally recognized leader in research, scholarship, and innovation.**

## Our Strategy

- Drive innovation and growth through expanded support for partnerships, operations, and infrastructure across the University.
- Strengthen UTA's research portfolio, capacity, and impact to drive transformative innovation and scholarship.
- Expand and enhance training and learning opportunities to inspire the next generation of leaders in research.
- Forge strategic partnerships with industry to advance sustainable economic growth and prosperity.

## Our Desired Outcomes



**Increased visibility of interdisciplinary research, creative work, and scholarship.**



**Strategic partnerships and alliances to advance scholarship.**



**Vibrant research and innovation ecosystem within the University.**



**Improved research grant success rates.**



**Increased research expenditures.**

# Alumni and Community Engagement

## OUR GOAL

**We will deepen engagement in our community and across Texas and the nation through partnerships.**

## Our Strategy

- Create a culture of engagement with our faculty, staff, students, and alumni community to move the University forward and achieve its mission.
- Maximize UTA's impact in the communities it serves through leadership and advocacy.
- Promote the prosperity and achievement of our community through active advocacy, assistance, and collaborative partnerships.
- Elevate UTA's brand as a top-tier university through strategic marketing and branding.

## Our Desired Outcomes



**Engaged  
and active  
alumni base.**



**Strengthened  
brand  
awareness.**



**Increased  
philanthropic  
commitments.**



**Coordinated  
efforts with  
our community.**



# Finance and Infrastructure

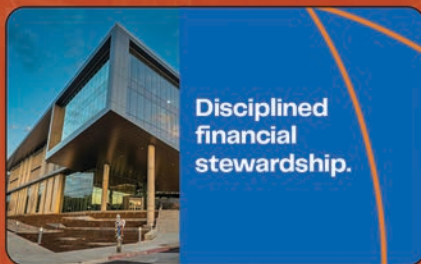
## OUR GOAL

**We will accelerate infrastructure development and optimize financial sustainability to support the University's vision.**

## Our Strategy

- Optimize our financial management systems, financial models, and resource utilization strategies to ensure UTA meets its financial obligations.
- Advance enterprise capabilities by modernizing, streamlining, and strengthening UTA's physical infrastructure to support the University's mission and vision.
- Strengthen operational efficiency of administrative technology and protect vital University assets.

## Our Desired Outcomes





# Key Measures of Success

UTA utilizes a comprehensive and dynamic framework to measure our progress on metrics associated with our strategic plan. We employ a combination of key performance indicators (KPIs) and qualitative assessments to gauge advancements in various areas, including graduation rates, employee engagement, annual fundraising, and total research expenditures.

Regularly scheduled reviews involve faculty, staff, and stakeholders collaborating to analyze data and identify trends. We embrace a data-driven culture, utilizing sophisticated analytical tools to track and interpret quantitative metrics while also emphasizing qualitative factors such as faculty innovation, student success, and the impact of our community outreach programs. Through this iterative process, UTA remains committed to the pursuit of excellence in all areas of its mission.

**Retention  
Rate**

**Doctoral Degrees  
Awarded**

**Employee  
Engagement**

**Annual  
Fundraising**

**Research  
Expenditures**

**Total Endowment  
Value**

**Tenure System  
Faculty**

**Tuition  
Affordability**

**Student to Faculty  
Ratio**

**Faculty Receiving  
Prestigious Awards**



# Acknowledgements

## UTA Institutional Strategic Planning Committee

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## Additional Acknowledgements

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**The strategic plan can be found online at**

**[uta.edu/UTA2030](https://uta.edu/UTA2030)**

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