

UNT DALLAS UNIVERSITY OF NORTH TEXAS AT DALLAS

FY21 Strategic Plan

November 19, 2020



University Goal: Rooted in community

- Become Dallas recognized urban university
- Recruit from the community
- Serve the same community
- Address disparities in living wage and education
- Increase applied research



University Goal: Growth

- For sustainability
 - Continue strategic grants growth
 - Increase philanthropy
 - Executive master plan
 - Increase enrollment, retention, and graduation
- For relevance
 - Broaden brand
 - Increase influence



University Goal: Relentless focus on student success

- Provide pathways to prosperity
- Local students for local careers
- Scholarships flow from new endowment
- Survey alumni and apply learnings



FY20 Strategic Plan Goals

- 1) Increase Enrollment, Retention, Graduation
- 2) Increase Revenues
- 3) Strengthen Community Partnerships
- 4) Be a Best Place to Work
- 5) Take Care of our Students



FY21 Strategic Plan Goals

- 1) Adapt to COVID-19/emerge stronger
- 2) Increase enrollment, retention, grad numbers/rates, track alumni
- 3) Make the most of the 87th Legislature
- 4) Take Care of our Students and Employees
- 5) Maintain healthy balance sheet
- 6) Make the most of our best community partnerships



Thirty-one Teams

Goal No.	Description	Core Team Members									
1	Adapt to COVID-19/emerge stronger	Alejandra Barbosa	Arthur Lumzy	Bob Mong	Betty Stewart	Cynthia Perez	Elizabeth Cheek	Elizabeth Muniz	Felecia Epps	Michael Williams	Monica Williams
2	Increase enrollment, retention, grad numbers/rates, track alumni	Ali Shaqlaih	Brody Du	Dawn Remmers	Derrick Morgan	Felecía Epps	Sabrina Hodge	Stephanie Holley			
3	Make the most of the 87th Legislature	Bob Mong	Jack Morton	Michael Williams	Orlando Perez	Sabrina Hodge	Yolanda Franklin				
4A	Take Care of our Students and Employees – Students: Step up interfaces	Aaron Bartula	Dolly Meyer	Eronia King	Rian Wilhite	Shanda Ríley					
4B	Take Care of our Students and Employees – Students: Maintain daily communication with students	Jeff Caplan	Jennifer Skinner	Shaniece Miller	SGA Rep						
4C	Take Care of our Students and Employees – Students: Maximize Trailblazer Elite		Luis Franco	Sabrina Hodge							
4D	Take Care of our Students and Employees – Students: Chart expansion of federal work-study student jobs and launch Texas Work Study	Arthur Lumzy	Jamaica Chapple	Joann Chapin							
4E	Take Care of our Students and Employees – Students: Increase student internships	Arthur Lumzy	Eronia King								
4F	Take Care of our Students and Employees – Students: Market multi-semester registrations	Brody Du	John Capocci	Lara Huddleston	SGA Rep						
4G	Take Care of our Students and Employees – Students: Turn Historic Tax Credits into a large endowment	Cassandra Nash	Derrick Morgan	Luke Lybrand							
4Н	Take Care of our Students and Employees – Students: Seek student opportunities with Community Youth Development grants	Constance Lacy	Nakia Douglas								



Thirty-one Teams

Goal No.	Description	Core Team Members									
41	Take Care of our Students and Employees – Students: Soft launch Sparkpoint wraparound program	Cynthia Perez	Stephanie Holley								
4 J	Take Care of our Students and Employees – Students: Increase North Texas Food Bank on campus	Eronia King	Jamaica Chapple	Meriem Monroe							
4K	Take Care of our Students and Employees – Students: Bring athletics, eSports along	Aaron Bartula	Aubrey Frantz	Dee Goines	Derrick Morgan	Jack Allday	Josh Howard	Kenneth Royal	Kevin Rocha	Rodney Belcher	SGA Rep
4L	Take Care of our Students and Employees – Students: Develop Thirdspace for UNTD students	Lisa Hobson	Monica Williams								
4M	Take Care of our Students and Employees – Employees Work in harmony to meet enrollment goals, solve problems together	Dawn Remmers	Jim Main	Michael Williams	Stephanie Holley						
4N	Take Care of our Students and Employees – Employees Continue to communicate daily to employees	Jeff Caplan	Shaniece Miller								
40	Take Care of our Students and Employees – Employees Expand flexible work schedules	Tim Willette	Wanda Boyd								
4P	Take Care of our Students and Employees – Employees Track retention of 3,4,5 rated employees	Bob Mong	Sherelle Shaw								
4Q	Take Care of our Students and Employees – Employees Increase engagement and recognition	Angie Castillo	Meriem Monroe	Shaniece Miller	Sherelle Shaw						
4R	Take Care of our Students and Employees – Employees Hire for mission	Keeshala Henderson	President's Cabinet								
45	Take Care of our Students and Employees – Employees Launch "new" leadership program by January 1st	Angie Castillo	R. Mark Miles								



Thirty-one Teams

Goal No.	Description					Core Team	Members			
4T	Take Care of our Students and Employees – Employees Launch career development plan	Joann Chapin	Teresa Espino	Wanda Boyd						
4U	Take Care of our Students and Employees – Employees Launch diversity, equity and inclusion committee	Jamaica Chapple								
5	Maintain healthy balance sheet	Jim Main	Jackie Elder	Monica Williams	Yolanda Franklin					
6A	Make the most of our best community partnerships – CPI/MMHPI	Alicia Brossette	Chris Shaw	CJ Faculty Rep	Eric Coleman	Jennifer Davis-Lamm	MMHPI Rep(s)	Steve Maruszewski		
6В	Make the most of our best community partnerships – Increase partnership with Dallas ISD	Alejandra Barbosa	Elizabeth Cheek	Gayle Smith	John Vega	Lisa Hobson	Patsy Sosa- Sanchez	Yolanda Franklin		
6C	Make the most of our best community partnerships – Successfully launch Center for Socioeconomic Mobility through Education	Bob Mong	Elizabeth Cheek	James Agbodzakey	Michael Williams					
6D	Make the most of our best community partnerships – Build up GreenLight Credentials partnership	Rian Wilhite	Stephanie Holley							
6E	Make the most of our best community partnerships – Texas Health Resources/Well Together	Constance Lacy								
6F	Make the most of our best community partnerships – Emmitt Smith partnership	Constance Lacy	Cynthia Perez	Michael Williams	Monica Williams	Nakia Douglas				



Goal 1: Adapt to C-19 and Emerge Stronger

Strategy	Outcome/Output	Status
1A. Help community respond by reducing food insecurity	 NTFB visit campus monthly in FY 21 Pilot 2 Farmers Markets Meet with 3 major grocers to explore potential super markets in Educational Corridor (Aldi, Albertsons, HEB). 70% of university community will have confidence in the leadership's ability to lead through the C-19 pandemic. 	
Help community respond by expanding mental health services	 100% of School of Education teacher trainees will be trained in self-care practices before they enter the classroom. A plan to train other SOE and selected UNTD undergrads in other schools will be developed by 2/1/21. 	
1B. Contribute to bold Dallas Thrives to raise living wage in Dallas County	 Complete 1st year plan by Oct. 1. 2020 Carry out plan as identified by Dr. Shumway and approved by JPM Chase Consider job fair possibly in partnership with County Judge Clay Jenkins. Go/no go by 12/31/20. Tie job fair to Thrives/JPMC goals of aligning Dallas County high priority living wage jobs and career pathways. Go/no go by 12/31/20. 	
1D. Increase visibility of UNTD certifications and microcredentials	 Metrics set by Nov 1 Set enrollment goals for spring semester by Nov 1 	
1E. Successfully implement 3 rd year of Career Ready Education QEP	 Seniors will attend at least one job fair. Successfully complete competition and engage (TBD) number of students 	









Goal 2: Increase enrollment, retention, grad numbers/rates, track alumni

Strategy	Outcome/Output	Status
2A. Increase enrollment	Achieve Fall 21 enrollment of 4378 (5% increase over prior year) Growth Plan Due 11/1/20 2020 Baseline 2.5 million Fall 21/Spring 22 Goal: TBD Percent Growth: TBD	
	 Growth Plan Due 11/1/20 2020 Baseline: 437 New Freshman Goal: 459 Percent Growth: 5% 	
	 Growth Plan Due 11/1/20 2020 Baseline: 552 New Transfer Goal: 580 Percent Growth: 5% 	
	 Growth Plan Due 11/1/20 2020 Baseline: 145 New Grad Goal: 160 Percent Growth: 10% 	









Goal 2: Increase enrollment, retention, grad numbers/rates, track alumni

Strategy	Outcome/Output	Status
2A. Increase enrollment	 2020 Baseline: 125 New COL Goal: 125 Percent Growth: 0% 	
2B. Increase retention and graduation	Baseline Retention: 0.71 Goal FY21: Percent Growth: TBD Goal FY22: Percent Growth: TBD	
	Baseline Graduates: 868 Goal FY21: 950 Percent Growth: 9.5% 4Y Grad Rate: TBD 6Y Grad Rate: TBD Goal FY22: 1000 Percent Growth: 4Y Grad Rate: TBD 6Y Grad Rate: TBD	









Goal 2: Increase enrollment, retention, grad numbers/rates, track alumni

Strategy	Outcome/Output	Status
Build student support services	 Present plan to UBAC spring 2021 Complete gap analysis by 12/31/20 and present plan to UBAC spring 2021 	
Get feedback from alumni , apply what we learned	 Develop action plan by 11/1/20 Plan for messaging by 12/31/20 Conduct and interpret second survey 	









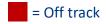
Goal 3: Make the most of the 87th Legislature

Strategy	Outcome/Output	Status
3A. Rescind the rider that cut 25% of our expansion funding as a developing university to be begin the 22-23 biennium	Have joint plan with A\$M and UH completed by 11-1-20.	
3B. TRB for UNT Dallas Science Building	• Secure TRB at \$163M, 190,000SF; will know by 6-1-20.	
3C. Funding for Trailblazer Elite program	Restoration of the five 5% General Appropriation reduction (\$100K)	
3D. Funding for new Center for Socioeconomic Mobility through Education	Successfully secure funding, Ultimate goal: \$3.5m.	









Strategy	Outcome/Output	Status
4A. Step up interfaces	Advising • 85% of the UNTD student body will interface with the Office of Advising annually.	
	 Counseling 35% of UNTD students will attend a wellness programming event during the academic year. 	
	 Tutoring 25% of the overall student body will be served by the Learning Commons (unique students). For SI, Learning Commons will see 400 student visits facilitated through SI sessions this coming academic year. For SI, Learning Commons will serve 80 unique students this coming academic year. 	
	 Experiential Learning 25% of students will log their experiential learning participation in Handshake. 50% of faculty will communicate the level of experiential learning in their courses to the Office of Experiential Learning. 25% of UNTD students will attend the Experiential Learning Fairs in the fall and spring semester. 	
	 Academics 75% of faculty submit early alerts per semester. 50% of faculty communicate the level of experiential learning in their courses to the Office of Experiential Learning. 50% of course sections submit mid-term grades per system. 100% of faculty will include the drop and withdraw dates on their syllabi. 50% of faculty will include the Learning Commons in their Canvas course page. 	







Strategy	Outcome/Output	Status
4B, 4N. Improve daily communications with UNT Dallas students, faculty and staff	65% of faculty, staff, and students will say they are receiving the proper amount of emails per week	
4C. Maximize Trailblazer Elite Program	 Cohort 1 Mentors and students will meet bi-weekly. 2 surveys will be completed per month. 50% of mentors and students will use the data tracking instrument 80% students will enroll semester to semester 	
	 Cohort 2 1 mentor meeting/training per month Facilitate 10 student program activities per school year Conduct 4 academic probation meetings with students with less than 2.0 1 financial aid session with TBE students per semester 4 small group counseling sessions with TBE students per school year 20% of students will meet with career advisors once a semester 20% of students not meeting academic progress will increase GPAs. Increase the number of students attending the learning commons by 10% 80% students will enroll semester to semester 	







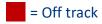


Strategy	Outcome/Output	Status
4D. Chart expansion of federal work study jobs and launch Texas Work Study	 Growth plan due 12/31/20 AY 21/22: \$275,000 Percent growth: 10% Spend 100% of federal funding, including 7% for off campus requirement. Spend 100% of Texas funding (5 students) 	
4E. Increase Student Internships	 Greenlight Marketing to reach 100% of student body. Increase student utilization of Greenlight by 20-25% JPMorgan Chase Workforce Grant A 5-year plan for UNTD students to participate in Experiential Learning with support from the grant. Marketing to reach 100% of student body. 	
	 Conrad Internships Increase UNTD student participation in Conrad Internship Program by 10% Marketing to reach 100% of student body. 	
4F. Implement and market multi-term registration	 Students will receive 10 emails marketing the service 60 % of undergrads will use multi-term option. Students registered for multiple terms will have a 5% increase in retention over those who did not 	









Strategy	Outcome/Output	Status
4G. Turn Historic Tax Credits into a large endowment (\$10.8 million)	 New scholarship endowment, \$10.8 million, 2-1-21 scholarship allocations determined Begin process for part 2 of this effort. Goal \$1 million 	
4I. Soft launch SparkPoint wraparound program	 Services provided to 250 students and/or community members in Spring 2021 Determine if Greenlight can provide a mobile platform for SparkPoint services Secure funding for next year 	
4K. Promote student success in student athletes (Athletics and Esports)	, 1	









Strategy	Outcome/Output	Status
4L. Ensure wellness and wellbeing options for and development of students and employees through usage of Thirdspace and the Collaborative for Wellness and Wellbeing	 Minimum of 5 participants per unit group will participate in all activities year round. Every campus member will engage in some type of wellness or well-being activity and process monthly with weekly support. 	
4M. Work in harmony to meet enrollment goals and solve problems through the Enrollment, Planning, and Process Committee (EPPC)	 Meeting agendas and minutes Number of agenda items posted Number of resolutions Number of processes documented List of Resource Requests of VPs, Cabinet or other campus/system resources Will meet enrollment targets (see Goal 2.) 	
40. Revise Remote Working and Flexible Work Schedule policy (5.044)	 More clearly defined and current policy including: Better defined language/definitions for alternate work location and computer equipment usage Explicit language that work relationship is not altered required training component and forms necessary to be completed Clear expectations and language around accountability standards 	









Strategy	Outcome/Output	Status
4P. Develop and action plan to track and retain employees (rated 3,4, 5)	 Increase retention rate of employees with a 3,4,5 performance ratings Target coming 	
4Q. Increase engagement and recognition through townhall meetings	 Recognize the work of at least 50 per town hall (include students, staff, faculty, alumni and community supporters) Service awards recognizing 5, 10, 15 year employees. 	
4R. Hiring for Mission by promoting mission and values through job advertising and the hiring process	 Increase 2021 Gallup survey for Staff to 75th percentile for Question 8 – Mission/Purpose. Increase retention –need to set targets. Increase the number of diverse qualified applicants for each open full-time faculty position Review EEO Applicant reports for open positions to measure effectiveness. Increase the percentage of minority faculty with at least 50% representation. 	
4S. Launch "new" leadership program by January 1st	 Recruit 6 fulltime employees who demonstrate strong leadership characteristics in the workplace indicating they would be a great performer in a leadership role FLA will enhance and improve individuals' leadership skills as they advance in their career 	







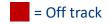


Strategy	Outcome/Output	Status
4T. Career Development Plan	 During Performance Evaluations or other determined times: Staff will meet with Supervisor to discuss learning & development plan Identify specific methods and document Employee and Supervisor will sign in agreement Employees will be able to more systematically explore their workplace experience 	
4U: Launch diversity, equity and inclusion taskforce	 Taskforce will meet every 3 weeks to accomplish the identified tasks 3 key initiatives will be established to address ED&I at the UNT Dallas Campus 	
4U: Build and Pilot UNTD Employee ED&I Scorecard by December 2020; distribution to the entire campus by June 1, 2021	 10% of the UNTD employee population will participate in the scorecard pilot 30% of the UNTD employee population will engage in the campus distribution of the scorecard 	







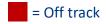


Strategy	Outcome/Output	Status
4U: Build and Pilot UNTD ED&I Campus Climate Survey by December 2020; Campus Climate Survey distribution to the entire campus by June 1, 2021	 5% of the UNTD student population will participate in the climate survey pilot 20% of the UNTD student population will participate in the full distribution of the climate survey 	
4U: Identify Best Practices for diversity in faculty recruitment and retention with peer institutions	A minimum of 5 peer institutions will be selected	
4U: Revamp the talent acquisition recruitment plan for UNTD faculty to (retention, tenure, adjunct transition to faculty)		









Goal 5: Maintain healthy balance sheet

Strategy	Outcome/Output	Status
5A. Stay in the black by using monthly reporting and analysis to monitor and reduce spending	Eliminate possible deficits	
5B. Hire new CFO	New CFO in place by October 1, 2020.	
5C. Continue monthly flash report and communicate results	Provide monthly performance reports.	
5D. Increase grants by working with faculty/ staff to submit new proposals	Increase grants by 5% over FY20	
5E. Cultivate philanthropy and steward donors	Increase philanthropy and alumni participation by 5%	
5F. Reimagine 10 th anniversary that was disrupted by pandemic	TBD by reopening of venues disrupted by COVID-19	









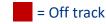
Goal 5: Maintain healthy balance sheet

Strategy	Outcome/Output	Status
5G. Successfully progress towards permanent ABA accreditation	 Site team report shows COL on track Associate Dean for Academic Affairs in place Bar passage exceeds 70% 	









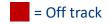
Goal 6: Make the most of our best community partnerships

Strategy	Outcome/Output	Status
6A. CPI/MMHPI. Become the visible symbol of police reform in Dallas and North Texas.	Dallas Police Department first in Texas to receive ABLE training.	City Council approved budget to
Partner with the Georgetown		proceed
University Law Center to bring the ABLE police training program to DPD. Training intended to training on active peer intervention by police officers and reduce excessive force, improve officer mental and physical health and increase police retention.	First responder network begins in North Texas and digital platform in place for expanded statewide network.	In front of funders now
	First step to bring police academy to UNTD is to secure \$300,000 development grant by 12-31-20.	In front of funders now









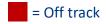
Goal 6: Make the most of our best community partnerships

Strategy	Outcome/Output	Status
6B. Increase partnerships with DISD	 Increased enrollment of 10% or more of DISD high school graduates at UNTD inclusive of Early College High School Students. A new UNTD and DISD partnership website Development and reapplication of existing grant proposals with at least one added grant. Host Call Me Mister site visit. Procure Call Me Mister site license Fall 2020 	
 6C. Become a Socioeconomic Mobility Thought/Action Leader Partner with the: Urban SERCH Institute Toyota Green Mobility initiative 	 Establish an advisory board Publish the Regional Index of Socioeconomic Mobility Publish thought pieces-quarterly exposition of research-based strategies for advancing socioeconomic mobility Host podcasts — bi weekly community forum university-wide advisory workgroup committee- at least 3meetings during Fall 2020-Spring 2021 Technical assistance in designing, implementing and funding socioeconomic mobility initiatives A sustainable model for the "Community Basket: A Mobile Farmers Market" 	









Goal 6: Make the most of our best community partnerships

Strategy	Outcome/Output	Status
6F. Emmitt Smith Partnership	 Draft lease agreement, submit to OGC and acquire signatures by 9/1/20 Host grand opening December 2020 (tentative based on construction & COVID-19) Assistance with donor cultivation of high net-worth individuals; Identify prospective naming opportunity for Emmitt Smith tied to philanthropy; Elicit support of Emmitt Smith in 10-year anniversary events 	Lease agreement under review
		Allyn Media confirmed to assist with grand opening activities
		Will develop compre- hensive donor strategy







