

<b>Trail</b>	<b>I. Academic Excellence &amp; Growth</b>
<b>Lead</b>	Dr. Betty Stewart, Provost & EVP of Academic Affairs

<b>Objective</b>	<b><i>A. Strategically improve current programs and develop new ones.</i></b>
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**Initiatives**

1. Undergraduate: Develop 9 new programs.
2. Online: Develop at least 11 fully online programs/certificates to be offered both in-state and out-of-state.
3. Graduate: Develop 6 new master’s programs, 2 new concentrations, 2 new accelerated pathways, and 2 new joint graduate programs.
4. Doctoral: Develop 2 new doctoral programs: 1 Ed.D. program and 1 applied doctoral program; prepare for an optometry program.

<b>Objective</b>	<b><i>B. Recruit, retain, and develop diverse and highly qualified faculty.</i></b>
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**Initiatives**

1. Center for Teaching & Learning: Launch the Center for Teaching & Learning to support and enhance faculty professional development.
2. Targeted Hiring: Hire qualified, targeted faculty to expand our academic offerings in high-growth areas.

<b>Objective</b>	<b><i>C. Expand academic growth and enrichment opportunities.</i></b>
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**Initiatives**

1. Office of Extended Learning: Launch the Office of Extended Learning to support continuing education – micro-credentialing, adult learning, professional development, and professional studies.
2. College & Academic Readiness: Provide up to 6 hours of academic credit for local FTIC students while increasing their academic readiness in math, reading, and writing – academic bridge.
3. Carnegie Classification: Earn the Carnegie Elective Classification for Community Engagement.

<b>Trail</b>	<b>II. Equitable Student Growth &amp; Success</b>
<b>Lead</b>	Dr. Jose da Silva, VP of Student Affairs & Enrollment Management

<b>Objective</b>	<b><i>A. Drive targeted enrollment growth.</i></b>
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**Initiatives**

1. Trailblazer Express Admission: Develop a direct-admission program for partnering high schools.
2. ECHS: Expand the ECHS partnerships to include additional high schools and increase our ECHS yield rates.
3. Funnel: Develop a recruitment/enrollment funnel to identify and eliminate barriers through the student enrollment and registration process.
4. Transfer Students: Increase focus on transfer students by partnering with community colleges and streamlining the transfer process.

<b>Objective</b>	<b><i>B. Improve student outcomes – retention and graduation rates and post-graduation success.</i></b>
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**Initiatives**

1. Support: Identify courses with high enrollment and low success rates and collaborate with faculty to identify and implement additional support systems to increase student course success rates.
2. Early Registration: Develop a consistent model of early registration, including multi-term registration, for targeted groups at both undergraduate and graduate levels.
3. Reclamation: Reclaim at least 5% of unregistered students from past years.
4. Transition: Develop a seamless pathway for UNT Dallas students to transition from undergraduate to graduate programs at UNT Dallas.
5. Classroom-to-Career: Align capstone/senior coursework with employers to increase post-graduate employability and success – includes internships and experiential learning (CRED).

<b>Objective</b>	<b><i>C. Enhance the overall student experience.</i></b>
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**Initiatives**

1. Learning Commons: Develop strategic methods to increase student utilization of the learning commons.
2. Belongingness: Provide focused programs and services to foster a culture of belonging at UNT Dallas.
3. Co-Curricular Activities: Provide co-curricular engagement opportunities to build student connection to campus and bridge the knowledge gap about the college experience and academic expectations.

<b>Trail</b>	<b>III. Culture of Excellence</b>
<b>Lead</b>	Arthur Bradford, CFO & EVP of Administration Services

<b>Objective</b>	<b><i>A. Increase institutional effectiveness through continuous improvement.</i></b>
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**Initiatives**

1. Customer Service: Identify and implement best practices and measurements to improve customer service, especially in student-facing areas.
2. Effectiveness: Update and establish appropriate policies, procedures, and rigorous assessments that are in line with the expectations of accreditors and stakeholders.
3. Structure: Optimize organizational structure to support the underlying five-year strategic plan and our overall mission.
4. Decision-Making: Increase data accessibility, literacy, and use in decision-making and resource allocation – data strategy.

<b>Objective</b>	<b><i>B. Improve financial strength and stewardship through a well-managed, strategy-aligned, efficient, and transparent institution.</i></b>
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**Initiatives**

1. Financials: Create a more durable financial model using financial indicators and a strategy-aligned resource management process – revenue composition, new revenue sources, and expense management.
2. Master Plan: Advance the master plan to support growth – academic buildings, housing/dining, police academy, event center, and athletics.

<b>Objective</b>	<b><i>C. Improve employee experience – engagement, retention, and development.</i></b>
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**Initiatives**

1. Pay: Develop and implement a market-competitive compensation program for staff and faculty (system-wide effort) – includes emphasis on a living wage.
2. Mission-Driven: Recruit, identify, and develop staff to improve engagement and performance – hire for mission, expanded new-hire orientation, and first-year turnover.
3. Rewards & Recognition: Identify and implement meaningful and sustainable ways to reward and recognize our employees (system-wide effort).
4. Values: Advance the values-based culture.

<b>Trail</b>	<b>IV. Community Engagement &amp; Institutional Visibility</b>
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<b>Lead</b>	Dr. Macario Hernandez, Chief of Staff
<b>Objective</b>	<b><i>A. Align and develop community partnerships to enhance academic offerings to meet workforce needs.</i></b>

**Initiatives**

1. Partnerships: Build external partnerships leading to new experiential learning opportunities, enhanced mentorships, and service-learning opportunities that mutually benefit our students and the community.
2. Workforce: Meet or match workforce needs in collaboration with business industries, other colleges, and non-profit organizations.
3. Future Growth: Develop conduits for future student enrollment opportunities by leveraging community partnerships.

<b>Lead</b>	Dr. Monica Williams, VP of Advancement
<b>Objective</b>	<b><i>B. Develop and implement advancement strategies to increase donor engagement and philanthropy.</i></b>

**Initiatives**

1. Alumni: Improve alumni engagement.
2. Portfolio: Diversify and increase our portfolio of high-net-worth donors and local, state, and federal awards.

<b>Lead</b>	Dr. Monica Williams, VP of Advancement
<b>Objective</b>	<b><i>C. Strengthen our identity and increase institutional visibility and recognition.</i></b>

**Initiatives**

1. Brand & Identity: Develop and implement a comprehensive brand and identity strategy – strengths, value proposition, social mobility, and top regional university.
2. Marketing: Develop and implement a comprehensive marketing strategy to increase reach and awareness.