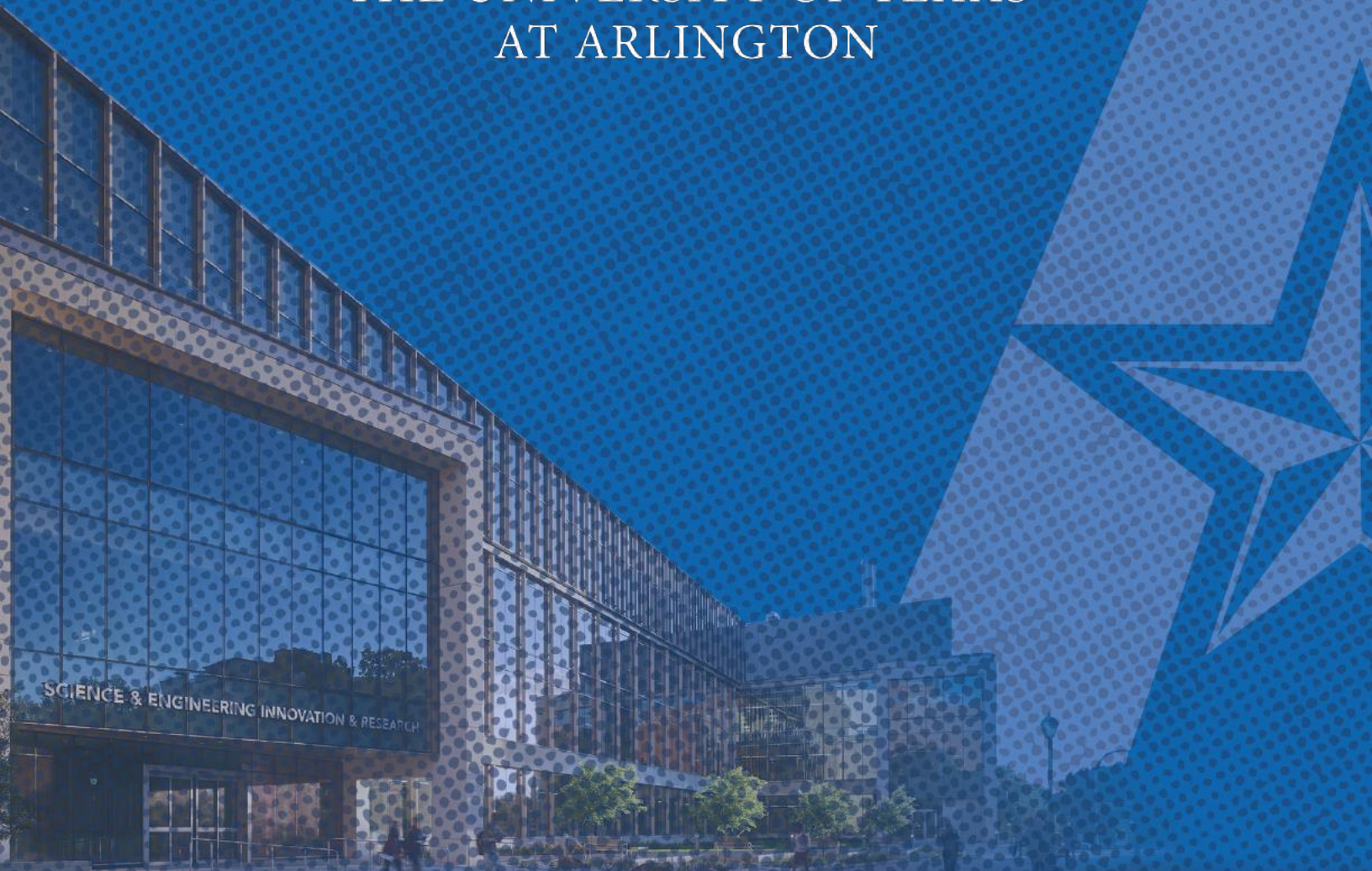


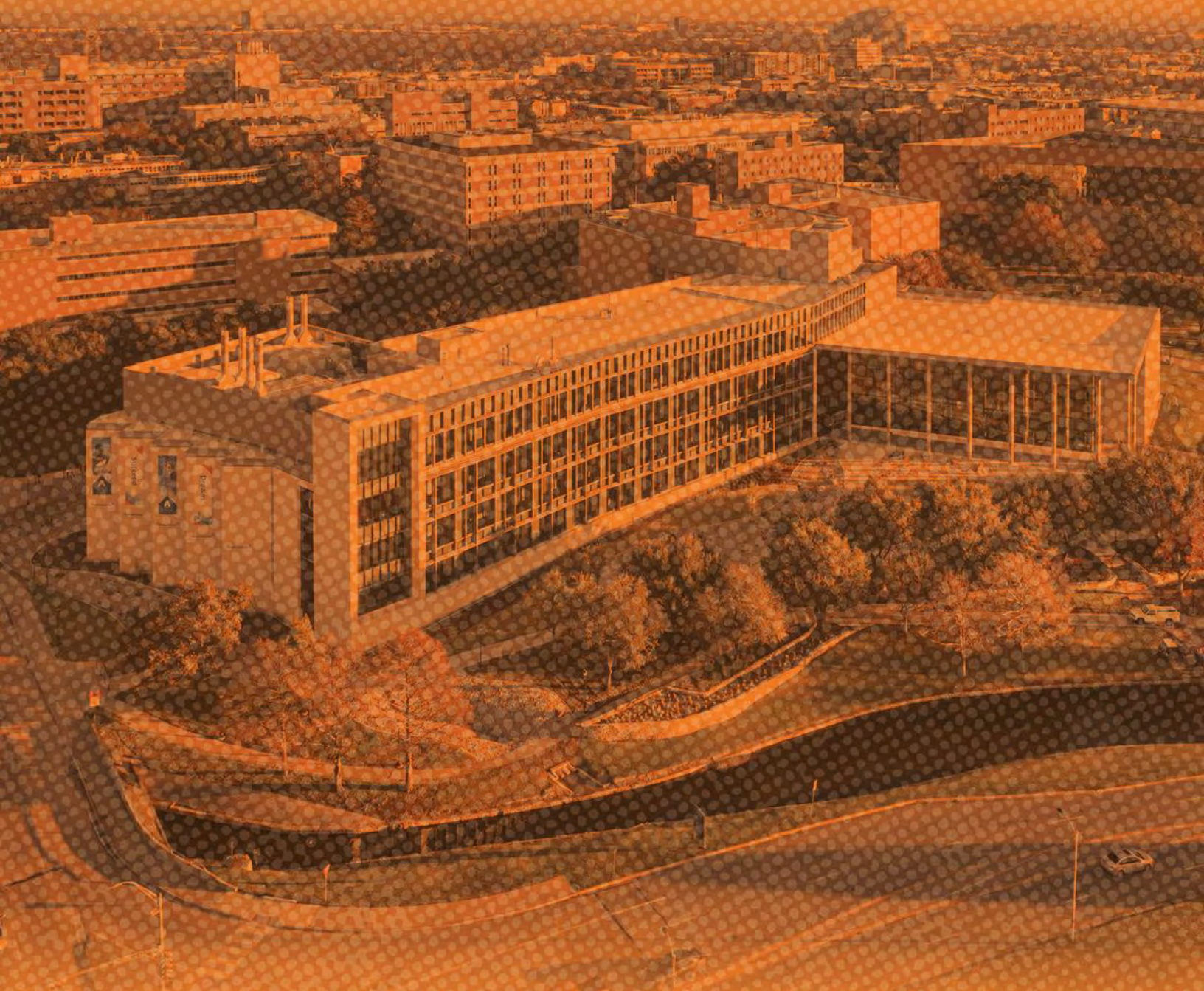
RESEARCH ENTERPRISE STRATEGIC PLAN



THE UNIVERSITY OF TEXAS
AT ARLINGTON



A Requirement of Texas Education Code 51.358



SHARED DREAMS, BRIGHT FUTURE 1

MAVERICKS ARE INNOVATORS 2

OUR GOAL 3

A PLAYGROUND FOR IDEAS 4

- Health and the Human Condition
- Sustainable Communities
- Culture and Societal Transformations
- Data-Driven Discovery
- Global Environmental Impact

THE JOURNEY INTO OUR FUTURE STARTS NOW 7

- Amplifying our research success
- Developing our research capabilities
- Recommitting to student excellence
- Recognizing our economic impact
- Moving to our next frontier
- Investing in Tomorrow

WHAT WE INTEND TO DO 11

HOW WE INTEND TO ACHIEVE IT 12

DESIRED OUTCOMES 17





SHARED DREAMS, BRIGHT FUTURE

The University of Texas at Arlington's new strategic plan, *UTA 2030: Shared Dreams, Bright Future* is a shared collaboration with participation from across our University and broader community. It is the embodiment of the dreams that our community has and the bright future ahead of us.

The goals outlined in this plan, like our dreams, are big and will help us to shine brightly. This plan is guided by our mission, vision, and values and shapes how our goals and strategies can help us grow into a stronger University and community.

Jennifer Cowley, Ph.D.
President



MAVERICKS ARE INNOVATORS

For decades, we have been an institution that fosters endless possibilities for scholars and students to learn and contribute to the community. UTA's commitment to exploration is a driving force that shapes its many partnerships locally as well as across Texas and beyond. Through a relentless pursuit of solving today's toughest challenges, UTA will solidify its position as a catalyst for progress, driving technological advancements, and inspiring generations to come.

Beyond being a cultural and economic hub, UTA is a laboratory of innovation. Research sits as a core pillar of our strategic plan, *UTA 2030: Shared Dreams, Bright Future*. President Cowley challenged us to define our uniqueness and aspire to greater marks. I am excited to build upon our legacy and harness the creativity of researchers and students to transform the future.

Kate Miller, Ph.D.
Vice President for Research and Innovation





OUR GOAL

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



A PLAYGROUND FOR IDEAS

Through immersive environments, passions ignite and the power of our capabilities are unleashed. Some testaments of this commitment to interdisciplinary, scholarly work are:

Health and the Human Condition

With an understanding of complex interactions, UTA delves into answering questions in health with fundamental research in areas such as neuroscience, orthopedics, precision medicine and more. Our health innovations will also be distinguished by diagnostic, prognostic, and technological advancements; exploring the effects of transformations in cultural expression, social networks, and the material world on the human condition. Together, this focus will help people within physical, mental, emotional, and social contexts to live healthier and happier lives.



Sustainable Communities

UTA seeks to understand interrelationships the natural, built, economic, cultural, and social environments have on community sustainability. Working with our partners to implement ideas that improve the livability of the DFW metroplex, the state, and beyond has been a central value from the University's early beginnings. This strengthens interconnectedness between our campus and the community by fostering an appreciation for the varieties of human experience and creating a vibrant creative and cultural ethos.

Culture and Societal Transformations

Through time, societies have transformed from small, isolated groups into large, interconnected populations tied together by complex interactions that influence law, culture, traditions, and more. UTA investigates this human evolution and other behavioral spheres using tools and methodologies that explore life conditions for generations. The University encourages open-ended exploration of the complex interactions that constitute the diversity of human experience: cultural and artistic expressions, social environment, and the physical world.



Data-Driven Discovery

With more data available from open and specified sources, there is an opportunity to accelerate innovations. From ‘data-to-discovery’, a philosophy UTA experts embody as they integrate big data from multiple fields. Their focus on how data creates and shares new knowledge as well as enhances current understanding is fuel that accelerates important discoveries. Our researchers are using artificial intelligence as an indispensable tool – marrying innovation and integrity to model real-world scenarios – to advance analytical and predictive capabilities for scientists, students, and everyday citizens.

Global Environmental Impact

UTA addresses critical issues that affect our planet, including weather patterns, energy and mining, water usage and precipitation patterns, natural and other man-made disasters, as well as pollution. By analyzing global population dynamics, the University can expand on our understanding of the world—and solutions for its problems—through avenues ranging from field studies, environmental economics, to history.





THE JOURNEY INTO OUR FUTURE STARTS NOW

Tapping into the potential of our people puts us on a path to unprecedented excellence in research, teaching, and community engagement that is:

Amplifying our research success

UTA is investing in its future with RISE 100, a transformative \$60 million effort to hire 100 new tenure-stream faculty over the next few years. Phase One is already underway to support current enrollment trends, with Phase Two focused on recruitment in key areas of research including artificial intelligence, health informatics, manufacturing, and water. To enhance recruitment efforts, UTA is utilizing the Governor's University Research Initiative as well as other public and private funding sources to provide financial incentives that help attract world-class scholars to come and contribute to the DFW's and Texas' innovation ecosystem.



Developing our research capabilities

The University is providing a more robust, 360-degree framework to assist and celebrate faculty productivity. From orientation to ovation, new and existing faculty are supported by proposal development services, seed funding, publication services, workshops and training, mentorship programs, and interdisciplinary collaboration networks. More than \$10 million in state-of-the-art equipment and infrastructure upgrades have gone into our North Texas Genome Center, as well as the new Clinical Imaging Research Center and Maverick Autonomous Vehicle Research Center. Another \$5 million in equipment will outfit a new 5,000 sq. ft. biomanufacturing center, a partnership with Texas A&M University.





Recommitting to student excellence

As a recipient of the Seal of *Excelencia* certification from *Excelencia* in Education, UTA is steadfastly committed to positive student outcomes, especially for those historically underserved in higher education. The academic rigor of our programs elevated UTA's notoriety with rankings as the #1 public school in DFW (*Wall Street Journal*, 2025) and #4 in Texas for Advancing Social Mobility (*U.S. News & World Report*, 2025). Designations as a Hispanic-Serving Institution and Asian American Native American Pacific Islander-Serving Institution help guide our work and focus. As an inaugural member of the Alliance of Hispanic-Serving Research Universities, UTA aims to improve college experiences and economic mobility.

Recognizing our economic impact

As the largest institution in the DFW metroplex and second largest in the University of Texas System, UTA is a research powerhouse consistently in the top 4% of U.S. research universities. The University received the Innovation and Economic Prosperity designation from the Association of Public and Land Grant Universities (APLU) – one of just 88 higher education institutions in the United States and Canada to receive this recognition. While UTA's regional economic impact of \$28.8 billion on the community is multifaceted and significant, with improved technology readiness, disclosure procedures, and innovation management, our Center for Entrepreneurship and Technology Development (CETD) has set bold steps to take this further.



Moving to our next frontier

Our success in Arlington is in part attributable to being in the heart of the DFW metroplex, which now and in the coming decades is rapidly growing westward. UTA West will bring all the benefits of a Carnegie R1 research university to west Fort Worth within the eastern edge of Parker County. The City of Fort Worth City Council has already approved \$4 million for site infrastructure set on 51 acres of rolling hills in Walsh Ranch — at the crossroads of I-30 and I-20, just minutes from downtown Fort Worth. UTA West will be developed as part of a multiyear plan to serve more than 10,000 students when it opens in 2028.

Investing in Tomorrow

Through philanthropy, UTA is building on our record of success to ensure a brighter tomorrow. The University is launching its first-ever comprehensive fundraising campaign to grow resources for our more than 41,000 students and 5,000 employees. With new and expanded philanthropic partnerships with corporations, foundations, and our more than 280,000 living alumni, the campaign will accelerate momentum in research excellence by creating new endowed academic positions, enhancing opportunities for undergraduate research and graduate fellowships, and building new academic centers of excellence.



WHAT WE INTEND TO DO

- ★ 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.
- ★ Grow research training and learning opportunities.
- ★ Forge strategic partnerships with industry to advance sustainable economic growth and prosperity.



HOW WE INTEND TO ACHIEVE IT

Drive innovation and growth through expanded support for partnerships, operations, and infrastructure across the University.

- ★ Increase staff support for proposal development, submission, and administration.
- ★ Grow capacity to communicate about UTA's research accomplishments both internally and externally, including promotion of faculty accomplishments through media, awards, and professional networks.
- ★ Grow high-impact interdisciplinary research and centers related to UTA's strategic themes.
- ★ Grow partnerships with local, state, and federal agencies.
- ★ Grow partnerships with corporations and foundations.
- ★ Direct resources to support significant growth in research income related to the health and biomedical sciences.
- ★ Leverage UTA's standing and reputation as a Hispanic- and AANAPI-Serving Institution.



Strengthen UTA's research portfolio, capacity, and impact to drive transformative innovation and scholarship.

- ★ Increase portion and number of tenure system faculty.
- ★ Develop a global outreach strategy by forging partnerships with research organizations and universities worldwide.
- ★ Expand the number of postdoc appointments.
- ★ Increase the number of non-faculty research staff and proportion with doctoral degrees.
- ★ Increase number of faculty members who are recognized with prestigious and highly prestigious awards.
- ★ Support faculty in publishing in the most highly recognized journals and presses.



Grow research training and learning opportunities.

- ★ Grow the number of students engaged in undergraduate research across more disciplinary fields.
- ★ Grow doctoral program enrollment and financial support for doctoral students.
- ★ Incentivize students to apply for external graduate fellowships.
- ★ Provide support for faculty to apply for and receive more training grants for both undergraduates and graduate students.



Forge strategic partnerships with industry to advance sustainable economic growth and prosperity.

- ★ Create a campus-wide culture of entrepreneurship and innovation that leads to increases in the number of licenses, startup companies, and venture funding.
- ★ Expand professional development opportunities related to entrepreneurship and technology development for campus and the community.
- ★ Solidify the CETD's position as a core partner in the DFW region.
- ★ Increase the number of partnerships related to economic development with the City of Arlington, City of Fort Worth, and other governmental partners in North Texas.
- ★ Maintain status as an APLU Innovation and Economic Prosperity Institution.



Key Performance Indicators	2030 Target
Total Research Expenditures <i>Source: Higher Education Research & Development Survey</i>	\$240 Million
Tenure System Faculty	800
Faculty with Prestigious Awards and Memberships	55
Ph.D. Degrees Awarded <i>Source: Integrated Postsecondary Education Data System</i>	230
Commercial License Agreements	50
Invention Patents <i>Source: United States Patent & Trademark Office</i>	125

REGULAR REVIEWS WITH FACULTY, STAFF, AND STAKEHOLDERS HELP US ANALYZE TRENDS.



**SCAN TO VIEW
OUR PROGRESS
DASHBOARD**

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.



UTA

