

LOOK NORTH

UNT 2030

DEVELOP | DISCOVER | DRIVE



UNT[®]

DIVISION OF STRATEGIC
EDUCATIONAL ALLIANCES

WHO WE ARE

The Division of Strategic Educational Alliances strengthens UNT's impact by connecting academic excellence with regional workforce demand and strategic enrollment growth. Through Executive and Professional Learning, the Workforce Intelligence team, and data-informed program strategy, SEA supports career-aligned learning, innovative credential pathways, and employer partnerships that advance student success and regional economic mobility. By bridging higher education and industry, SEA expands opportunity for learners while supporting long-term institutional sustainability.

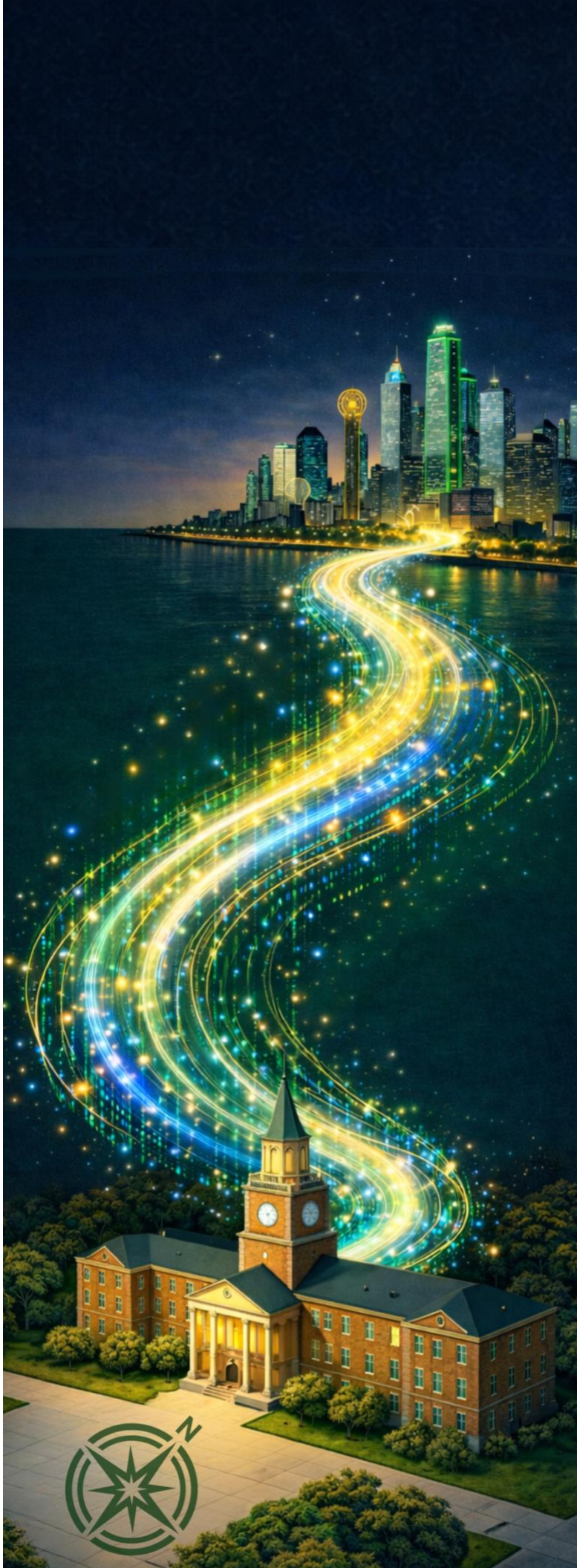


Table of Contents

<i>Executive Summary</i>	4
<i>Key Outcomes & Metrics</i>	6
<i>Goals in Action</i>	9



Executive Summary

Strategic Direction Through 2030

By 2030, the Division of Strategic Educational Alliances (SEA) will help position the University of North Texas as a leader in career-aligned learning, regional workforce partnership, and flexible pathways that accelerate opportunity for students and communities. SEA will collaborate with colleges and institutional partners to expand industry-informed learning experiences, strengthen online and adult enrollment pathways, and translate workforce intelligence into responsive program development. Through employer-partnered initiatives and strategic enrollment growth across modalities and locations, SEA will enhance student employability, reduce time to value, and expand access to high-demand and high-impact programs. This work will strengthen UNT's contribution to economic mobility, talent development, and public impact across North Texas and the state.

Unique Role, Contribution, and Strengths

The Division of Strategic Educational Alliances supports university-wide efforts to align programs with workforce needs and strategic growth priorities that extend UNT's impact beyond the classroom. Working collaboratively with academic units, enrollment partners, and external stakeholders, SEA translates labor market data and employer insights into actionable strategies that inform program development, enrollment growth, and career-aligned learning experiences.

SEA plays a coordinating role in supporting strategic platform growth across online, Frisco, and other pathways that extend UNT's reach beyond the traditional campus, particularly for adult, transfer, and professional learners. Through market assessment, programming alignment, and partnership strategy, the division helps colleges identify high-demand opportunities and align offerings with learner and workforce needs.

Through initiatives such as the Texas Talent Accelerator and Executive and Professional Learning, SEA strengthens employer partnerships that both support workforce upskilling and expand access to industry-informed content for UNT students. Through its New Ventures portfolio, SEA serves as an institutional innovation and incubation function, piloting new models, initiatives, and pathways aligned with institutional priorities before transitioning successful efforts into long-term university operations.

SEA's core strengths include cross-sector partnership development, labor market analysis, collaborative program strategy, higher education transformation, and the ability to connect academic excellence with real-world workforce demand in ways that enhance student success and institutional sustainability.

Navigating External Forces, Trends, and Contexts

Higher education is experiencing rapid change as employers increasingly prioritize validated skills, applied experience, and workforce readiness alongside traditional credentials. Growth across North Texas and the state is driving demand for talent in high-growth industries, while adult and professional learners are seeking flexible pathways that allow them to upskill, reskill, and complete degrees

efficiently. Institutions must also respond to increasing expectations for online accessibility, industry partnership, and measurable employment outcomes.

These dynamics present both challenges and opportunities for UNT. As an institution that effectively connects academic programs with labor market intelligence and employer collaborations, we will be better positioned to support student success and regional workforce needs. At the same time, diversification of revenue streams through employer-supported programming and expanded enrollment pathways has become increasingly important for long-term sustainability.

SEA is positioned to help UNT navigate a rapidly evolving workforce and educational landscape. Through the Texas Talent Accelerator, SEA generates and convenes regional intelligence on talent demand, workforce trends, and economic opportunity. The Workforce Intelligence team translates these insights into actionable strategies that inform program development, nontraditional enrollment growth, employer partnerships, and Executive and Professional Learning initiatives. Together, these efforts strengthen UNT's responsiveness to workforce needs, support student success and career outcomes, and reinforce the university's role as a driver of regional prosperity.

Strategic Goals (2026-2030)

- **Launch and grow industry-partnered, executive, and professional learning:** Develop employer-partnered learning opportunities that support workforce upskilling while expanding student access to industry-informed digital content.

Success by 2030 includes a sustainable portfolio of employer-supported programs, expanded student access to career-aligned learning opportunities, and diversified institutional revenue aligned with workforce needs.

- **Advance strategic enrollment pathways and platform growth:** Support strategic platform growth across online, Frisco, and other extended-reach programs serving adult, transfer, and professional learners through market-informed program strategy and enrollment collaboration.

Success by 2030 includes sustained enrollment growth in high-demand programs, expanded access for adult learners, and strengthened degree-completion pathways.

- **Assess and strengthen regional talent pipeline alignment:** Leverage labor market intelligence and the Texas Talent Accelerator to assess regional talent pipeline gaps and develop collaborative strategies that strengthen alignment between UNT programs and high-demand workforce needs.

Success by 2030 includes identification of priority regional talent gaps, collaborative development of programs and pathways to address those gaps, and measurable improvement in post-graduation employment outcomes for UNT students.

Key Outcomes & Metrics

SEA contributes to *Look North: UNT 2030* targets by growing and strengthening career-aligned learning opportunities for students, expanding access through flexible enrollment pathways, and supporting alignment of academic programs with regional workforce demand. We will track growth in employer-partnered programming, student participation in industry-informed learning experiences, and expansion of external partnerships that support workforce upskilling and institutional sustainability. We will monitor platform enrollment growth across online, Frisco, and other extended-reach programs, expand programming for adult and transfer learners, and strengthen degree-completion pathways aligned with high-demand fields. Also, through workforce intelligence and labor market analysis SEA will track identification of priority talent gaps, collaborative program responses, and measurable improvement in graduate alignment with high-demand occupations.

For emergent metrics, SEA leverages alumni employment data, employer partnership data, and program enrollment trends to assess post-graduation placement, participation in career-aligned learning, and growth in workforce-informed programming. The division will continue refining collaborative tracking mechanisms with institutional partners to ensure alignment with student employment outcomes and regional impact.

Core Metrics: Established Benchmarks that Define University Performance

1st to 2nd year retention

UNT Baseline (2024/25): **77%** | UNT Target (2030): **90%**

Unit contribution to achieving targets:

- Support creation of career-aligned and industry-informed learning experiences that help students connect their education to professional goals.

4-year graduation rate

UNT Baseline (2024/25): **42%** | UNT Target (2030): **65%**

Unit contribution to achieving targets:

- Collaborate with corporate partners to expand work-integrated learning experiences that strengthen student engagement and momentum toward completion.

6-year graduation rate

UNT Baseline (2024/25): **61%** | UNT Target (2030): **80%**

Unit contribution to achieving targets:

- Strengthen degree completion pathways for transfer and adult learners through strategic program positioning and flexible delivery models.

Annual R&D expenditures

UNT Baseline (2024/25): **\$124M** | UNT Target (2030): **\$250M**

Unit contribution to achieving targets:

- Grow partnerships that connect academic expertise with industry and workforce initiatives, expanding opportunities for applied research collaboration.

Doctoral degrees awarded

UNT Baseline (2024/25): **286** | UNT Target (2030): **300**

Unit contribution to achieving targets:

- Contribute market intelligence and partnership development that informs emerging advanced program opportunities.

Time to value

UNT Baseline (2024/25): **6 years** | UNT Target (2030): **Decrease time for programs over median**

Unit contribution to achieving targets:

- Support development of flexible credential and career-aligned learning opportunities that allow students to gain workforce-relevant skills prior to graduation.

Emergent Metrics: Important Dimensions of Our Success that Require New Approaches

Post-graduation placement: Percentage of graduates placed in high-demand occupations or graduate and professional programs

SEA uses Lightcast Alumni Pathways and partner-provided data to assess graduate outcomes and will collaborate with institutional partners to refine tracking of placement in high-demand fields connected to career-aligned and industry-informed learning experiences.

Career-aligned learning: Percentage of academic programs that integrate internships, industry-sponsored projects, or other work-integrated learning experiences

SEA will work with academic and institutional partners to track participation in industry-informed and career-aligned curricular experiences developed collaboratively across programs and modalities.

Awards and recognitions: Prestigious awards, exhibitions, and performances achieved by our students, faculty, staff, and alumni

SEA tracks speaking and presentations by our division staff at national and professional conferences, along with recognizing award recipients.

Innovation and entrepreneurship: New ventures, startups, and public impact projects launched by students, faculty, and alumni

SEA maintains a portfolio of new initiatives and will continue tracking projects incubated through its New Ventures work while partnering with campus units to document outcomes and institutional impact.

Student and alumni engagement: Perceptions of how well UNT prepares graduates to pursue lives of meaning and purpose

SEA gathers feedback through employer partnerships and executive learning initiatives and will work with institutional partners to develop additional methods for capturing perceptions of career readiness resulting from executive and professional experiences.

Unit-Level Metrics: Other Important Priority Metrics Tracked at the Unit Level

- **Executive and professional learning experiences:** Monitoring program growth and enrollment trends in executive and professional learning helps identify high-demand areas, guides future offerings, and ensures programming remains aligned with learner and workforce needs.
- **Platform and nontraditional program growth:** Monitoring strategic platform growth across online, Frisco, and other extended-reach programs allows SEA to assess our impact on expanding access for adult and professional learners, strengthening enrollment in high-demand programs, and aligning strategy with market and workforce demand.

Goals in Action

Develop the potential of UNT students, faculty, staff, and community members

- Expand student access to career-aligned learning opportunities by supporting the creation of employer-informed digital content that can be leveraged into degree pathways and making supplemental learning experiences available to all students.
- Strengthen degree-completion and adult learner pathways by supporting the creation and utilization of flexible program structures aligned with workforce demand. Flexible, career-connected pathways also reduce stop-out risk and support retention, particularly for adult and transfer learners.
- Support faculty and academic leaders with market insights, partnership connections, and implementation frameworks that enhance curriculum relevance while preserving academic ownership.

Discover new knowledge and insights that bridge traditional academic disciplines

- Utilize the Texas Talent Accelerator and the Workforce Intelligence team's labor market analysis to identify regional talent gaps and emerging high-demand fields.
- Conduct program opportunity and alignment reviews that assess enrollment trends, workforce demand, and regional economic priorities.
- Develop institutional strategies for validated and flexible credential pathways that complement degree programs and support lifelong learning.
- Produce workforce intelligence insights that inform interdisciplinary collaboration and strategic academic planning.

Drive creative advances, partnerships, and new models of higher education

- Expand employer partnerships that support workforce upskilling and create industry-aligned learning experiences benefiting both professionals and UNT students, turning employer demands into student opportunities.
- Operationalize the Texas Talent Accelerator as a regional collaboration model connecting industry, economic development partners, and higher education.
- Scale Executive and Professional Learning programming in collaboration with colleges to strengthen regional workforce alignment and diversify institutional revenue avenues.