

LOOK
NORTH
UNT 2030

DEVELOP | DISCOVER | DRIVE



**G. BRINT RYAN
COLLEGE OF
BUSINESS**

WHO WE ARE

Since 1942, the G. Brint Ryan College of Business at the University of North Texas has been preparing students for success in business and public service by imparting the technical and practical knowledge and expertise essential to their fields of study. With more than 8,500 students, we offer a broad range of undergraduate and graduate programs, flexible class schedules, career services, and co-curricular opportunities. We prepare our students for success by teaching them to be critical thinkers, unstructured problem-solvers, and good communicators who appreciate the changing demands of the corporate community.



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Executive Summary

Strategic Direction Through 2030

The G. Brint Ryan College of Business seeks to be recognized for transformational business scholarship and agile educational programs that prepare graduates for rewarding business-related careers and life experiences. Through creative and innovative teaching, research, and service, and through a commitment to ethics and leadership in all that we do, we support the global economy by producing career-ready graduates, improving business practices, providing executive education, and conducting relevant research. By 2030, we will have impactful centers of excellence in leadership training, human resource management, professional selling, energy accounting, national security and economic strategy, entrepreneurship and innovation, real estate, and logistics and supply chain management. These visible points of excellence will augment our degree programs with education, training, and research, providing our students with hands-on learning and cutting-edge knowledge that increases the value of their degrees. The combination of prepared students with high-value degrees at low cost with executive training, focused research, and knowledge resources for the community will be an essential part of the growth of the Texas economy.

Unique Role, Contribution, and Strengths

The Ryan College of Business supports UNT's mission by providing the business foundation for careers in every major through interdisciplinary degrees, minors, co-curricular education, and Grad Track pathways. We are a leader in career readiness, developing practices that are subsequently adapted to students throughout UNT. We are deeply engaged with the corporate community in North Texas. We are recognized for nationally ranked programs in sport entertainment management, supply chain management, risk management and insurance, accounting, and music business.

Navigating External Forces, Trends, and Contexts

Current challenges facing the business school include declines in international enrollment, fewer high school graduates choosing college, entering students who are less prepared for or less engaged in college work, and employers who are less willing to hire due to economic uncertainty. We address these challenges through enhanced recruiting efforts, community college partnerships, high school student outreach, required internships, work-integrated learning, and developmental programs for incoming students. These activities are included in the current plan. As college enrollment declines, we see and will build on opportunities to provide alternative credentials, executive education, and flexible pathways to degrees for working students.

Strategic Goals (2026-2030)

The Ryan College of Business has established the following strategic goals for the 2026-2030 period:

- **Anticipate and drive change by delivering academic offerings that meet evolving demand for workforce training, reskilling, and upskilling**, in alignment with our responsibility to *Develop* our UNT community's full potential. Success will be measured by increasing enrollment in degree programs; pruning offerings so that less relevant degrees are phased out or revised; managing schedules so that classes are offered in accessible, cost-effective models while maximizing educational quality; deploying active centers that are financially sustainable and publicly visible; and offering a growing and profitable executive education program.
- **Build intellectual capital through transformative research in strategic areas**. This aligns with *Discover* and builds on UNT's role as an engine of discovery. We will measure success by increases in program rankings, the annual number of publications in premier journals, faculty citations and recognition, and increases in funded research expenditures.
- **Provide outstanding career development support for students**, aligned with our goal to *Develop* the full potential of our students. Successful outcomes will include integrating career and academic advising, simplifying the internship process, increasing undergraduate job placement within three months of graduation, and fostering active corporate recruiting.
- **Create a culture of engagement for our constituents: students, faculty, staff, alumni, and corporate partners**, helping to *Drive* creative advances, partnerships, and new models of education. We will measure success by increased student retention, lower faculty and staff turnover, growth in the Corporate Partners program, increased alumni giving, and higher Gallup survey response rates.

Key Outcomes & Metrics

Core Metrics: Established Benchmarks that Define University Performance

Metric	UNT Baseline (2024/25)	UNT Target (2030)	RCOB Baseline (2024/2025)	RCOB Target (2030)
1st to 2nd year retention	77%	90%	76.5%	92.0%
4-year graduation rate	42%	65%	41.6%	65.0%
6-year graduation rate	61%	80%	57.9%	80.0%
Annual R&D expenditures	\$124M	\$250M	\$13.6M	\$25.0M
Doctoral degrees awarded	286	300	11	20
Time to value	6 years	Decrease time for programs over median	4 years (median)	4 years

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

Limited post-graduation salary data (IRS) shows our graduates earn above-average salaries for their discipline as compared to Texas public universities. We are seeking credit bureau data to refine this measure. We manually survey undergraduate and MBA graduates for first-career information, but the response rate is just over 50%. We are working to improve this.

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

100% of our undergraduate degrees will contain a required internship by Fall 2026 when the last two programs are phased in. All degrees have capstones with industry-sponsored projects or industry cases.

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

Our students compete in many national or regional case competitions with a high percentage of first- or second-place results. We have a large number of alumni who are successful at the C-suite level, and feature them in our publications. Faculty are generally recognized for publication in premier journals and high citation rates, and we report this.

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

Through the Murphy Center and the Sports Innovation Space, we provide mentoring and accelerator space for student and faculty startups. We also connect them to seed and angel funding.

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

Our advisory board surveys students just before graduation to explore this question. This survey provides valuable feedback on where we can improve. The dean also holds regular “coffee chats” with students for the same purpose. We actively engage with our alumni through a variety of events and stewardship activities. We assess their satisfaction through these conversations and through their level of financial support.

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

- **Number of funded research proposals submitted:** Represents breadth of faculty engagement in funded research.
- **Funded research awards and expenditures:** Represents success in acquiring external support and helps us assess what we can do to improve.
- **Number of Fortune 100 companies that recruit from or partner with us:** Helps to assess our brand and reputation, and the degree to which our students are perceived as job-ready.
- **Percentage of courses with drop, fail, withdraw, or incomplete (DFWI) rates above 20%:** Assesses the quality of teaching and student readiness for a course, guiding ways to make the learning experience more effective.
- **Annual funds raised through advancement activities:** Represents the perceived value of the college to alumni and other constituents based on their willingness to give.
- **Faculty recognized as top 2% in their field:** Demonstrates the impact of our scholarship through citations and the quality of our faculty.

Goals in Action

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

Our college will improve student success, modernize curriculum, and support faculty and staff through the following initiatives:

- **Add developmental programs that ensure students reach minimum levels of preparation required for all majors.** In academic areas, this includes boot camps, required certifications, and Supplemental Instruction. To address interpersonal and social skills, we will build on and grow existing programs, including First in Business, RCOB Edge, our mentoring program, and the Professional Leadership Program.
- **Initiate a degree and curriculum audit to enhance classroom curriculum to ensure that it is current and adaptive to industry needs.** In this process, we will use peer and aspirant comparisons, as well as corporate partner feedback.
- **Hold student competitions and events designed to stimulate entrepreneurial thinking.** As we do this, students sharpen critical thinking and problem-solving skills. They also learn to translate ideas into marketable products and strategies.
- **Create a system to work with career services to support mid-career alumni seeking career change.** We will build a robust skills enhancement model for alumni, enabling course auditing and access to continuing education opportunities. When we do this, we re-engage our graduates and help them succeed at transition points. We also instill in our current students the mindset that education is a lifelong process and that UNT is a lifelong partner in that endeavor. This has revenue-generating potential as well.

Discover new knowledge and insights that bridge traditional academic disciplines

Our college will contribute to the advancement of research and discovery, expand student research opportunities, and utilize technology to accelerate progress using the following strategies:

- **Create a set of monthly or quarterly business reports in areas of key interest to the DFW business community** — updates on industrial real estate, AI, machine learning, information technology, logistics and supply chain indicators, etc. — to position the college as a thought leader and expert in these areas. We will include a research arm in each of our centers, responsible not only for collecting data but also for contextualizing it to support business decisions.
- **Collaborate with other colleges to develop a vibrant startup and commercialization process.** The College of Engineering and College of Science, in particular, have active researchers developing new technologies but lack support in business planning, fundraising, and commercialization that the Ryan College of Business can provide. This can generate significant revenue as it matures.

- **Build a strong undergraduate research program.** The college will provide seed grants to undergraduate students to develop and grow the undergraduate research initiatives already taking place. Several of our faculty have published collaborative research with student co-authors. This initiative should improve engagement and retention and promote graduate education.

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

Our college will facilitate strategic partnerships and new ventures through innovation and entrepreneurship, and drive progress for our region and state using the following strategies:

- **Conduct research, educational programs, and outreach that make a positive and substantial contribution to the external community.** By promoting corporate and government engagement, we remain relevant to the community we serve and can positively influence sound business decision-making and growth. Corporate-sponsored research can benefit the corporate community while generating revenue for the college.
- **Work with local industry professionals to develop executive education programs targeting specific continuing education needs.** This positions RCOB as a relevant source of knowledge for our industry partners and generates revenue.
- **Host industry-relevant conferences/symposiums and co-sponsor industry events in DFW.** As we seek to grow our corporate partnerships, we can broaden our impact by bringing professionals together. An example is the petroleum accounting conference hosted by our Center for Energy Accounting and Sustainability. We bring together a large group of professionals in an industry where we teach and conduct research. This creates greater awareness of UNT's expertise in a specialized area, creates job opportunities for students, and generates revenue. In turn, we gain a greater understanding of industry needs and market opportunities.