

Long Range Strategic Plan
2016-2021

Strategic Outcome	President	Provost	Deans	Library	Enrollment Mgmt	Student Affairs	Living & Learning	Advancement	Athletics	Finance	IR & IE
1. Strategic Priority 1: Responsive Growth											
1.1. Expand academic offerings in response to the needs of students and the workforce.											
1.1.1. Expand academic program inventory as per the UHV Academic Master Plan 2015-2025.		x	x								
1.1.2. Integrate workforce connections, specifically workforce skills, within academic programs, such as through cooperative arrangements, internships, externships, or experiential learning. By 2021, 60% of all undergraduate academic degrees will have some workforce relationship that connects the degree-seeking student to employment.		x	x								
1.1.3. Provide dual-credit options for regional high school students that complement the offerings of regional two-year institutions.		x									
1.2. The President, with input from the Academic Deans, Faculty Senate, and Staff Council, will establish a committee to explore the creation of a University College to be responsible for teaching the Core Curriculum, overseeing the Living and Learning Communities, and developing and implementing other efforts to support first year and sophomore students.	x						x				
1.2.1. Provide professional development to equip faculty to meet the needs of first year and sophomore students at UHV.							x				
1.2.2. Establish and implement strategies to support students who are not TSI complete.					x	x	x				
1.2.3. Expand the UHV learning communities as per the Quality Enhancement Plan.							x				
1.2.3.1. Identify additional learning communities to provide support for students beyond their first year.							x				

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1.3. Establish as many relationships as possible with community colleges.											
1.3.1. Increase the number of transfer students from community colleges.		x			x						
1.3.2. Sign at least three joint admission agreements with regional community colleges by 2021.		x			x						
1.4. Intensify recruitment at all levels, consistent with UHS/UHV Master Plan.											
1.4.1. Focus on increasing the Victoria campus student population to 3,000 students by 2021 in order to meet the Chancellor's enrollment challenge of 6,000 students on the Victoria campus by 2025.			x		x	x	x				
1.4.2. Increase hiring of qualified faculty to meet new student growth.		x	x								
1.4.3. Expand marketing for recruitment and UHV name recognition.					x						
1.4.4. Continue and expand strategically selected programs in Katy.		x	x								
1.4.5. Establish recruiting relationships with Texas military bases.					x						
1.5. Increase retention of students.											
1.5.1. Increase retention of freshmen to second year to 75%.		x			x	x	x				
1.5.2. Increase the six-year graduate rate to 25%.		x			x	x	x				
1.5.3. Develop a comprehensive database to provide background information on UHV students.			x		x						
1.5.3.1. Improve tracking of students who have enrolled but then dropped out of classes during subsequent semesters.			x		x	x					

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1.5.3.2. Enhance early warning systems by integrating faculty members more fully in a system of notification, intervention, and follow-through for struggling students.		x	x		x	x					
1.6. Maintain affordability while enhancing quality.											
1.6.1. Increase total institutional funding for student scholarships.	x		x					x	x		
1.6.2. Increase total UHV budget by pursuing foundation and governmental resources available to Hispanic Serving Institutions.		x	x					x			
1.6.3. Continue to seek and apply for additional resources in funding for research.		x	x					x			
1.6.4. Continue to seek and apply for additional resources in funding for student services and retention.					x	x		x			
1.7. Strengthen and enhance fundraising infrastructure to support institutional growth and residential campus goals.											
1.7.1. Strengthen relationships between UHV and external partners.	x	x	x	x		x		x			
1.7.10. Increase grant awards in the Office of Research and Sponsored Programs from \$1 million to \$2.5 million by 2021.		x	x			x					
1.7.2. Strengthen relationships between UHV and UHS.	x										
1.7.3. Strengthen relationships between the city of Victoria and UHS.	x										
1.7.4. Encourage student friendly businesses near campus through work with economic development groups.			x							x	
1.7.5. Increase the total value of the UHV endowment by 25% over the next five years.								x			
1.7.6. Increase the total value of endowed available scholarships for undergraduate students by 15% by 2021.								x			

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1.7.7. Increase the sum and number of corporate and private foundation gifts by 15% by 2021.								x			
1.7.8. Increase the number of endowed professorships from two to four by 2021.			x					x			
1.7.9. Enhance and develop donor stewardship processes and activities.								x			
1.8. Increase/enhance the UHV performance presence in our new athletics conference.											
1.8.1. Qualify for conference tournaments in one or more sport each season.									x		
1.8.2. Increase the number of sports available to UHV athletes.	x								x		
1.8.2.1. Increase athletic scholarships to 50% of NAIA scholarship limits in all sports offered at UHV by 2021.								x	x		
1.8.2.2. Increase the number of student athletes by 20% before 2021.									x		
1.8.2.3. Acquire land for constructing athletics facilities and fields.								x	x	x	
2. Quality Enhancement											
2.1. Quality Improvement											
2.1.1. Establish and implement recruitment and retention programs toward the Chancellor's goal of 6,000 students on the Victoria campus by 2025.			x		x						
2.1.2. Identify and implement programs and resources to enhance college readiness for incoming students.					x		x				
2.2. Recruit and retain a more diverse faculty, staff, and administration, with more balanced ethnic and gender representation.	x	x	x		x					x	

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2.2.1. All new faculty hires and meritorious faculty will be at or above 90% of CUPA (College and University Professional Association) averages, as funds are available.		x									
2.2.2. Recognize the importance of pedagogical skills in faculty recruitment efforts.		x	x								
2.2.3. Identify strategies to support and retain faculty who choose a teaching-only career track.			x				x				
2.2.4. Provide and increase effective professional development opportunities to enhance pedagogical and research skills for faculty as funding is available.		x	x								
2.2.5. Maintain competitive pay plan salary ranges that place all staff within 10% of local and/or regional salary comparables.	x									x	
2.2.6. Continue to provide effective on-campus professional development activities for staff.	x	x			x	x				x	
2.3. Pursue plans for campus expansion to support the Academic Master Plan, including but not limited to the following: a learning commons which integrates the library, academic support spaces, and technology labs, a STEM building, a student center, and recreational sports facilities for the university community.										x	
2.4. Monitor residence halls and campus buildings to ensure appropriate levels of access, reliability, and bandwidth of wireless service.						x				x	
2.4.1. Maintain existing technologies, add new technologies, and support training.										x	
2.5. Set and evaluate annual goals for faculty research productivity (professional publications, presentations, grants submitted, and grants funded) within each academic school.		x									

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2.5.1. Develop and implement a process and plan for reporting the annual disbursement of professional development funds university-wide.		x									
2.5.2. Provide summer research grants for faculty for each biennium.		x									
2.6. Ensure program excellence through state and national accreditations.											
2.6.1. Maintain existing accreditations in Business (Association of Collegiate Schools of Business) and Counseling (Council for Accreditation of Counseling and Related Educational Programs).		x	x	x							
2.6.2. Add at least three additional national accreditations for academic programs by 2021 (possibly the Council for the Accreditation of Education Preparation (CAEP) for educator preparation and Accreditation Board for Engineering and Technology (ABET) for computer science).		x	x								
2.6.3. Document the contributions of each academic program and support unit to the UHV mission and identify ways to strengthen those contributions.											x
2.6.4. Ensure that all students in every program are aware of the marketable skills that they gain through their studies at UHV.			x								
2.6.4.1. Develop and implement a plan for assessing workforce connections and the skills students gain in their studies at UHV.			x								
2.7. Increase/enhance opportunities for student engagement in academic and co-curricular activities.			x			x	x		x		

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2.7.1. Expand the number of Champions of Character service projects per athletics team, per year.									x		
2.7.2. Survey employers to determine satisfaction with UHV graduates.		x	x			x					x
2.7.3. Ensure that every support unit identifies ways to measure efficiency and that appropriate targets are set.											x
3. Strategic Priority 3: Accountability and Stewardship											
3.1. Ensure funding to expand infrastructure needed to support growth and retention of students through graduation.										x	
3.1.1. Pursue Construction Revenue Bonds to fund Victoria campus new or repurposed academic and resident facilities for an increasing number of students, consistent with the UHS Master Plan.										x	
3.1.2. Expand classrooms and laboratories to meet the needs outlined in the UHV Academic Master Plan 2015-2025.										x	
3.1.3. Assure the reliability, the quantity, and the quality of Interactive Television (ITV) infrastructure and multi-site linkages.										x	
3.1.3.1. Expand online course scheduling to support outreach.			x								
3.1.3.2. Expand hybrid course scheduling.			x								
3.2. Increase four- and six-year graduation rates.			x		x						
3.2.1. Leverage financial aid to increase enrollment.					x						
3.2.1.1. Utilize current endowed scholarships to support enrollment and program development.					x						
3.2.1.2. Work with benefactors to re-write requirements so that current scholarships can be awarded.								x			
3.2.2. Engage students and faculty in Living and Learning.							x				

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3.3. Ensure consistency, accountability, and information sharing across all university academic programs and delivery systems.											
3.3.1. Implement processes to support and enhance institutional oversight of online courses and programs, including but not limited to tracking student enrollment and achievement, ensuring academic quality and ethics, and documenting program delivery systems.		X									
3.3.2. Track employment trends of graduates annually.		X	X								
3.4. Provide a supportive and safe learning environment.	X				X	X				X	
3.4.1. Continually improve emergency and contingency plans through annually scheduled training sessions.										X	
3.4.2. Collaborate with Victoria city officials to enhance safety for students on campus and within the city limits.						X				X	
3.4.3. Work with the UHS to monitor campus growth as a determiner for hiring additional security personnel.										X	
3.4.4. Use UHV data to establish a student profile to be used in targeted student recruiting efforts.			X		X						
3.4.5. Maintain an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind through ongoing education, prevention, and awareness campaigns, and through the implementation of the University of Houston System Sexual Misconduct policy.	X					X					
3.4.6. Develop and implement a campus-carry policy consistent with the demands of recent state legislation.	X										