



**UNIVERSITY OF  
HOUSTON - VICTORIA**

**Long Range Strategic Plan  
2016-2021**

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### Strategic Planning Committee Members

Jeffrey D. Cass – Provost and Vice President for Academic Affairs, Committee Co-Chair  
Jill Fox – Senior Director, Office of Living and Learning, Committee Co-Chair  
Keith Akins – Associate Professor and Assistant Dean, School of Arts and Sciences  
Sharon Bailey – Director of Institutional Effectiveness  
Wayne Beran – Vice President for Administration and Finance  
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Dr. Buddy Lee – Victoria Community Representative  
Freddie W. Litton – Dean of the School of Education, Health Professions, and Human Development  
Omar Rachid – Owner, Rachid Consulting; UHV President’s Regional Advisory Board  
Ronald J. Salazar – Associate Professor, School of Business Administration  
Denee Thomas – Assistant Vice President of Enrollment Management

## Introduction

In the fall of 2014, amidst a reorganization of the University of Houston System (UHS) Teaching Center in Sugar Land, UHS Chancellor Renu Khator set for the University of Houston-Victoria a goal of becoming a destination university with an on-campus student population of 6,000 by 2025. The Long Range Strategic Plan (LRSP) 2016-2021 embodies UHV's ongoing systemic and systematic planning process for meeting this goal as well as for continuing to build its programs and presence in Katy and online. It is the guiding document that communicates UHV's goals and strategic direction providing the framework needed to align resources with strategic priorities.

This Long Range Strategic Plan sets the course for the University of Houston-Victoria (UHV) at a critical time. With its downward expansion in 2010, UHV made the transition from an upper division commuter and online university offering junior, senior, and graduate level programs, to a comprehensive residential university. Full accreditation by the Southern Association of Colleges and Schools in 2014 resulted in a Quality Enhancement Plan to support retention and academic outcomes for incoming freshmen students. The 2016-2021 Strategic Plan establishes the planning processes and structures for implementing the UHV Academic Master Plan 2015-2025 and the necessary external and internal structures needed for realizing the Chancellor's goal of a UHV as a destination university.

## Overview

### Methodology

The *UHV LRSP 2016-2021* sets the direction for UHV and provides a foundation for future strategic planning as a comprehensive, destination university. To oversee the development of the plan, a Long Range Strategic Planning Committee was formed with representatives from faculty, staff, and the community. The Committee was co-chaired by the Provost/Vice President for Academic Affairs and the Senior Director of the Office of Living and Learning. The Committee then sought feedback from a wider group of representatives from each of these constituencies through presentations, discussions, and written feedback in which participants were asked to rate the importance of retaining items from the previous LRSP, along with requesting input on new priorities that should be included in a new LRSP.

The committee added their insights to the information from their constituencies and crafted a new LRSP. The Academic Council, which includes the deans and the Vice President for Enrollment Management and Student Affairs, reviewed the draft, as did the UHV President, the Faculty Senate, and the Staff Council. A period for general comment by the faculty and staff followed. After incorporating recommended changes, the co-chairs sent the plan back to the Long Range Strategic Planning Committee for final review.

## Components

The UHV LRSP 2016-2021 has six components. The first three components – Mission Statement, Core Values, and Standing Goals – provide stability and a foundation for the remaining components – Assumptions, Expectations, and Strategic Priorities. These latter three components change as the university expands and seeks to meet the needs of its constituency in a rapidly changing environment.

1. **The Mission Statement.** The Long Range Strategic Planning Committee developed UHV's current mission statement, working through the same review process as was described for the LRSP 2016-2021. In accordance with Texas Education Code, Section 61.051 (e), the Texas Higher Education Coordinating Board (THECB) reviews all institutional mission statements every four years. UHV will again review its mission statement in 2020.
2. **Core Values.** UHV's Core Values reveal the beliefs that are fundamental to the work of the institution, guiding the day-to-day interactions among people associated with the university.
3. **Standing Goals.** UHV's eight standing goals define the institution. They derive from the mission statement and provide the guidelines and parameters for further planning, identification of strategic priorities, developing unit goals, and budgeting.
4. **Assumptions.** The UHV LRSP 2016-2021 begins with the assumptions, or contextual factors, surrounding the plan. The Assumptions reflect the internal and external realities UHV faces in moving forward.
5. **Expectations.** Expectations state what UHV hopes and believes it can accomplish as a result of the strategic planning process. As priorities are defined and resources are aligned, the expectations identified in this plan will become the new reality for UHV, one that will provide a new vantage point for the 2021 strategic planning process. Beginning with Expectations, the three priorities that will guide UHV for the fulfillment of this plan are evident: 1) Responsive Growth and Access; 2) Quality Improvement; and 3) Accountability and Stewardship.
6. **Strategic Priorities.** UHV's LRSP 2016-2021 Strategic Priorities are the pathways that will meet the Expectations. They are the blueprints that guide university units in advancing the UHV mission over the next five years, as well as establishing a comprehensive, four-year destination university.

## **The Mission Statement**

The University of Houston-Victoria (UHV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. UH-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence.

## **Core Values**

- Excellence
- Diversity
- Continuous Improvement
- Responsiveness
- Academic Freedom
- Civility
- Collaboration
- Integrity

## Standing Goals

### **Goal 1: Teaching and Learning**

UHV will provide high-quality instruction and learning support in all degree programs, with an emphasis on outreach, collaboration, and responsiveness to the needs of the communities served by the institution.

### **Goal 2: Research, Scholarly Activities, and External Grant Funding**

UHV will contribute through research and scholarly activities to the advancement of knowledge in academic and professional fields, in teaching and learning, and in professional communities—commensurate with UHV's mission. This goal includes an increase in the number and amount of externally funded grants.

### **Goal 3: Community Engagement and Partnerships**

UHV will help to serve the regional needs for access to information resources and professional expertise. The university will collaborate with other educational, entrepreneurial, governmental, and non-profit entities in promoting the educational, economic, and cultural development of the region.

### **Goal 4: Enrollment Management and Student Services**

UHV will optimally shape the size and characteristics of the student body to ensure diversity and reflect the needs of the leaders of tomorrow, with an emphasis on student access and success, as well as student participation through athletics, student organizations, and academic success initiatives.

### **Goal 5: Financial and Administrative Support Services**

UHV will demonstrate efficient and accountable stewardship of fiscal, human, and physical resources in its efforts to meet educational needs, to comply with oversight authorities, and to maintain public trust.

### **Goal 6: University Advancement and Development**

UHV will complement public support of the institution with private support; provide accurate and timely information to institutional constituencies; expand the donor base; enhance positive visibility within the region; and build a strong alumni community.

### **Goal 7: Planning, Assessment, and Accountability**

UHV will maintain systematic processes for planning and budgeting, for institutional and employee assessment, and for professional development. UHV will strive for greater accountability and transparency to stakeholders.

### **Goal 8: Growth and Program Expansion**

UHV will continue to expand its reach and services as a destination campus in Victoria, as well as meet the growing regional needs of students in the Greater Houston area and online.

## Assumptions

1. UHV (the university) will continue its expansion as a multifaceted institution, serving students in multiple locations, offering face-to-face, online, and hybrid courses.
2. The university will place primary emphasis on improving academic and co-curricular student services in ways that promote retention of students and timely graduation, in keeping with the goals of the Texas Higher Education Coordinating Board.
3. Expansion of courses and programs will be essential to growth and to meeting the needs as well as the Texas workforce. Particular attention will be given to expanding degree offerings in the STEM fields (Science, Technology, Engineering, and Mathematics).
4. The university will invest in attracting and retaining a highly qualified faculty and staff who promote excellence in teaching, research, and learning.
5. The university's Victoria campus will cultivate a college town atmosphere by developing attractive residential facilities and student life activities in order to recruit and retain new students.
6. The university will remain committed to its mission of recruiting qualified students with an emphasis on first generation and underrepresented populations.
7. The university will emphasize a culture of continuous improvement as greater accountability is placed on higher education institutions at all levels.
8. With anticipated institutional needs for new faculty and facilities, the university will place greater emphasis on securing external funding to support students, faculty research and pedagogy, the acquisition of equipment, facilities and infrastructure, and overall expansion.
9. The university will work in partnership with the many communities it serves to enhance the educational attainment of the region and improve the quality of life for all residents.

## Expectations

### Responsive Growth and Access

In the area of Responsive growth and Access, the University of Houston-Victoria has the following expectations:

- To become a destination university through responsiveness to student needs, recruitment of qualified and caring faculty, and development of academic programs that correspond to workforce needs.
- To develop and implement a plan for managed enrollment growth and retention that will optimally shape the university to provide a rich learning environment for all students
- To increase the number of degree programs, both face-to-face and online, with particular emphasis on science, technology, mathematics, and health.
- To maintain its status as a Hispanic Serving Institution (HSI) and access available funding to serve this fast-growing population.
- To expand learning opportunities to the communities it serves through collaboration, partnerships, and life-long learning opportunities.

### Quality Improvement

UHV strives to attain excellence in every area through continuous quality improvement, with the following expectations:

- To maintain full accreditation by the Southern Association of Colleges and Schools (SACS), other disciplinary accreditations, and to seek additional accreditations that will bring added quality to our programs.
- To engage university faculty, staff and students' experience and expertise in serving the community and improving the quality of life for all residents.
- To encourage and support increased levels of faculty research and external funding.
- To provide an attractive, well-maintained campus, with a full array of student services and activities with appropriate facilities to support them.
- To enhance the learning environment through a focus on student life, student services, and athletics.

### Accountability and Stewardship

Accountability to stakeholders and wise stewardship of resources are priorities for UHV, with the following expectations:

- To uphold its commitment to nurture students in a manner that helps them develop holistically and prepares them to be productive and engaged global citizens.
- To develop a shared stakeholder vision.
- To demonstrate continuous improvement through ongoing assessment of academic and non-academic units.
- To promote University Advancement and External Relations in its capacity to further UHV's aspirations.



## **UHV Long-Range Strategic Plan 2016-2021**

### **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.
  - 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.
  - 1.1.3. Provide dual-credit options for regional high school students that complement the offerings of regional two-year institutions.
- 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.
  - 1.2.1. Provide professional development to equip faculty to meet the needs of first year and sophomore students at UHV.
  - 1.2.2. Establish and implement strategies to support students who are not TSI complete.
  - 1.2.3. Expand the UHV learning communities as per the Quality Enhancement Plan.
    - 1.2.3.1. Identify additional learning communities to provide support for students beyond their first year.
- 1.3. Establish as many relationships as possible with community colleges.
  - 1.3.1. Increase the number of transfer students from community colleges.
  - 1.3.2. Sign at least three joint admission agreements with regional community colleges by 2021.
- 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.
  - 1.4.2. Increase hiring of qualified faculty to meet new student growth.
  - 1.4.3. Expand marketing for recruitment and UHV name recognition.
  - 1.4.4. Continue and expand strategically selected programs in Katy.

- 1.4.5. Establish recruiting relationships with Texas military bases.
- 1.5. Increase retention of students.
  - 1.5.1. Increase retention of freshmen to second year to 75%.
  - 1.5.2. Increase the six-year graduate rate to 25%.
  - 1.5.3. Develop a comprehensive database to provide background information on UHV students.
    - 1.5.3.1. Improve tracking of students who have enrolled but then dropped out of classes during subsequent semesters.
    - 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.
- 1.6. Maintain affordability while enhancing quality.
  - 1.6.1. Increase total institutional funding for student scholarships.
  - 1.6.2. Increase total UHV budget by pursuing foundation and governmental resources available to Hispanic Serving Institutions.
  - 1.6.3. Continue to seek and apply for additional resources in funding for research.
  - 1.6.4. Continue to seek and apply for additional resources in funding for student services and retention.
- 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.
  - 1.7.2. Strengthen relationships between UHV and UHS.
  - 1.7.3. Strengthen relationships between the city of Victoria and UHS.
  - 1.7.4. Encourage student friendly businesses near campus through work with economic development groups.
  - 1.7.5. Increase the total value of the UHV endowment by 25% over the next five years.
  - 1.7.6. Increase the total value of endowed available scholarships for undergraduate students by 15% by 2021.
  - 1.7.7. Increase the sum and number of corporate and private foundation gifts by 15% by 2021.
  - 1.7.8. Increase the number of endowed professorships from two to four by 2021.
  - 1.7.9. Enhance and develop donor stewardship processes and activities.
  - 1.7.10. Increase grant awards in the Office of Research and Sponsored Programs from \$1 million to \$2.5 million by 2021.
- 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.
- 1.8.2. Increase the number of sports available to UHV athletes.
  - 1.8.2.1. Increase athletic scholarships to 50% of NAIA scholarship limits in all sports offered at UHV by 2021.
  - 1.8.2.2. Increase the number of student athletes by 20% before 2021.
  - 1.8.2.3. Acquire land for constructing athletics facilities and fields.

## **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.
  - 2.1.2. Identify and implement programs and resources to enhance college readiness for incoming students.
- 2.2. Recruit and retain a more diverse faculty, staff, and administration, with more balanced ethnic and gender representation.
  - 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.
  - 2.2.2. Recognize the importance of pedagogical skills in faculty recruitment efforts.
  - 2.2.3. Identify strategies to support and retain faculty who choose a teaching-only career track.
  - 2.2.4. Provide and increase effective professional development opportunities to enhance pedagogical and research skills for faculty as funding is available.
  - 2.2.5. Maintain competitive pay plan salary ranges that place all staff within 10% of local and/or regional salary comparables.
  - 2.2.6. Continue to provide effective on-campus professional development activities for staff.
- 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.
- 2.4. Monitor residence halls and campus buildings to ensure appropriate levels of access, reliability, and bandwidth of wireless service.
  - 2.4.1. Maintain existing technologies, add new technologies, and support training.

- 2.5. Set and evaluate annual goals for faculty research productivity (professional publications, presentations, grants submitted, and grants funded) within each academic school.
  - 2.5.1. Develop and implement a process and plan for reporting the annual disbursement of professional development funds university-wide.
  - 2.5.2. Provide summer research grants for faculty for each biennium.
- 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).
  - 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).
  - 2.6.3. Document the contributions of each academic program and support unit to the UHV mission and identify ways to strengthen those contributions.
  - 2.6.4. Ensure that all students in every program are aware of the marketable skills that they gain through their studies at UHV.
    - 2.6.4.1. Develop and implement a plan for assessing workforce connections and the skills students gain in their studies at UHV.
- 2.7. Increase/enhance opportunities for student engagement in academic and co-curricular activities.
  - 2.7.1. Expand the number of Champions of Character service projects per athletics team, per year.
  - 2.7.2. Survey employers to determine satisfaction with UHV graduates.
  - 2.7.3. Ensure that every support unit identifies ways to measure efficiency and that appropriate targets are set.

### **3. Strategic Priority 3: Accountability and Stewardship**

- 3.1. Ensure funding to expand infrastructure needed to support growth and retention of students through graduation.

- 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.
- 3.1.2. Expand classrooms and laboratories to meet the needs outlined in the UHV Academic Master Plan 2015-2025.
- 3.1.3. Assure the reliability, the quantity, and the quality of Interactive Television (ITV) infrastructure and multi-site linkages.
  - 3.1.3.1. Expand online course scheduling to support outreach.
  - 3.1.3.2. Expand hybrid course scheduling by 100% in Victoria and at other off-campus sites.
- 3.2. Increase four- and six-year graduation rates.
  - 3.2.1. Leverage financial aid to increase enrollment.
    - 3.2.1.1. Utilize current endowed scholarships to support enrollment and program development.
    - 3.2.1.2. Work with benefactors to re-write requirements so that current scholarships can be awarded.
  - 3.2.2. Engage students and faculty in Living and Learning.
- 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.
  - 3.3.2. Track employment trends of graduates annually.
- 3.4. Provide a supportive and safe learning environment.
  - 3.4.1. Continually improve emergency and contingency plans through annually scheduled training sessions.
  - 3.4.2. Collaborate with Victoria city officials to enhance safety for students on campus and within the city limits.
  - 3.4.3. Work with the UHS to monitor campus growth as a determiner for hiring additional security personnel.
  - 3.4.4. Use UHV data to establish a student profile to be used in targeted student recruiting efforts.

- 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.
- 3.4.6. Develop and implement a campus-carry policy consistent with the demands of recent state legislation.