

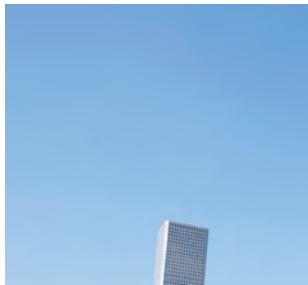


A View Into the Future

Major Opportunities on the Horizon



University of Houston-Downtown



Strategic Plan 2012-2020

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My dear students, supporters, alumni, faculty and friends,

From our campus at the University of Houston-Downtown, we are fortunate to have the perfect vantage point overlooking downtown Houston.

While that gives us a unique perspective of the city's phenomenal growth over the last few decades, it also makes us keenly aware of our symbiotic role in its prosperity.

We are deeply aware that our primary goal – the success of our students – ultimately affects a cascade of secondary targets. Secure families, flourishing industry, robust neighborhoods and a strong society are all the positive and lasting effects of educated people.

That is why we are committed to providing major opportunities for our students.

While that phrase certainly refers to our students' courses of study, it also alludes to our determination to be a catalyst of achievement.

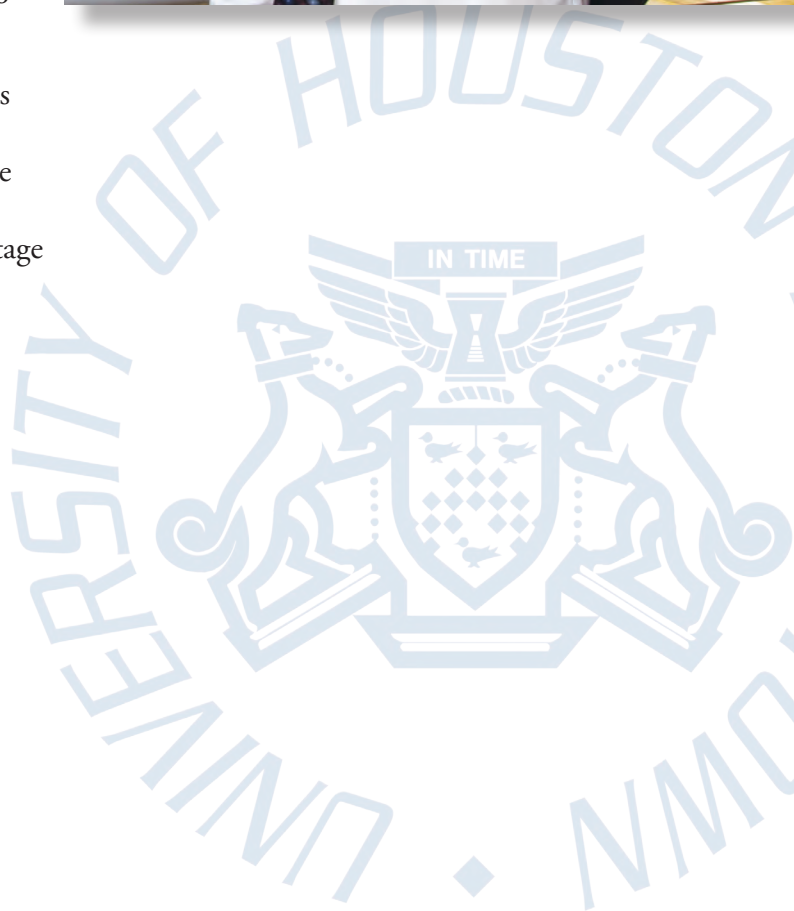
Since 1974, the University of Houston-Downtown has grown rapidly in the number of students we serve and the number of degrees we offer, but we have even more ambitious plans to come. As we provide major opportunities for our students, we need to take advantage of major opportunities for our institution, as well.

This booklet maps out our plan.

I hope you will read it and then join us in our enthusiastic quest to become the “University with a view” – a view overseeing not only Houston's bustling skyline but also our community and its needs in the years to come.



Dr. William V. Flores
President
University of Houston-Downtown





GOAL
#1

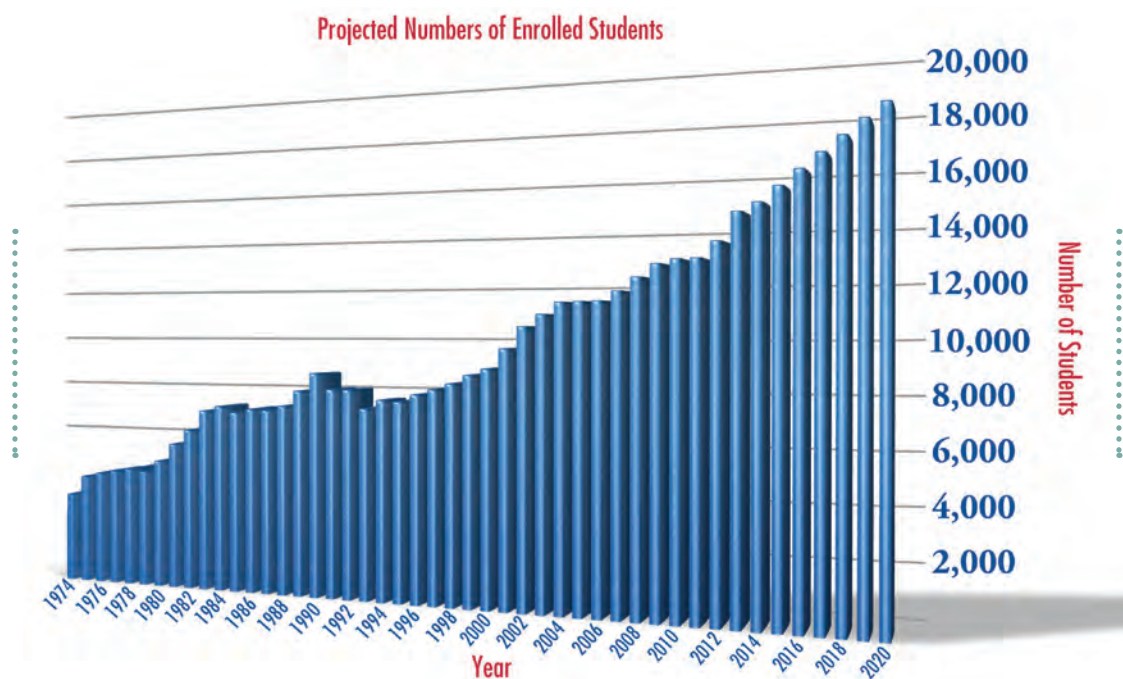
1

Attract more students, retain more students, graduate more students

As Houston grows, so must UHD. By expanding our recruitment efforts, refining our early identification of qualified students and broadening our outreach into the community, we will attract more students and keep them engaged right through graduation.

Objectives:

- Increase the number of first-time freshmen who choose UHD as their “first choice” institution.
- Increase the number of students who have completed appropriate college-level math and English credits prior to transferring to UHD from other academic institutions.
- Improve first-year retention rates for first-time-in-college freshmen.
- Increase graduation rates.





2

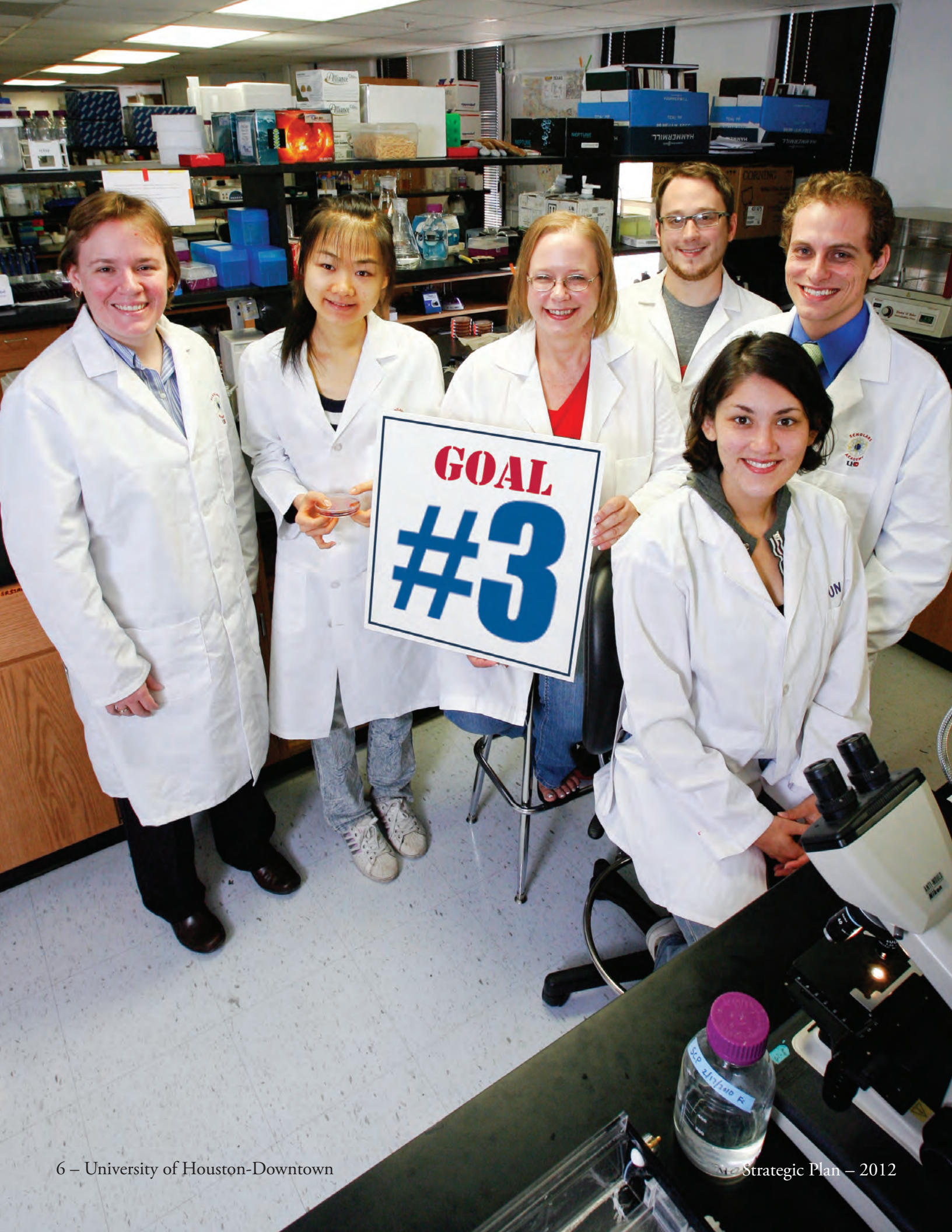
Education + hands-on experience = real-world skills

Well-rounded citizens are born of well-rounded educations with rich experiences from the outside world enhancing what occurs inside the classroom. With that in mind, UHD is developing programs that will prepare students for the future by offering and encouraging more high-impact experiences while adding new degree programs to address the world's changing needs.

Objectives:

- Develop at least 10 new degree programs (four baccalaureate degrees and six master's degrees) by 2020.
- Establish three “Centers of Excellence” that provide niche-market programs to meet the needs of the state and region.
- In each academic program, provide at least one high-impact experience for all students during each year of their four-year degree program.
- Develop an International Studies Office and provide robust opportunities for study abroad experiences.
- Develop an Honors Program that recognizes high achievers and encourages all students to excel in their academic experience.
- Expand Continuing Education programs.





3

Major opportunities abound for research and specialization

In order to support our students in their scholarly pursuits, it is critically important that we support our faculty in theirs. A new Office of Research and Sponsored Programs will open up new opportunities for creative and scholarly activity while reinforcing our select areas of strength.

Objectives:

- Create an Office of Research and Sponsored Programs.
- Ensure that all annual evaluations, promotion and tenure decisions, and merit pay and retention policies reflect equitable requirements for peer-reviewed scholarly and creative outputs.
- Develop faculty policies that encourage the development of research and scholarly activities.
- Strengthen scholarly information resources and the associated services that foster creativity, scholarly activity and academic success.





GOAL
#4

4

The better our faculty, the more respected our school

The energy and commitment we devote to our students must be equally matched by our commitment to our faculty and staff. We aim to recruit the best and retain the best – by increasing professional development opportunities, rewarding excellence, and developing a faculty and staff that supports the needs and diversity of our student body.

Objectives:

- Continue to actively recruit and retain highly-qualified faculty and staff.
- Increase professional development opportunities for faculty and staff.
- Annually compare UHD’s salaries to both peer institutions and regional markets, and make appropriate adjustments as soon as possible.
- Reduce over-reliance on adjunct faculty while formalizing appointments of full-time, multi-year lecturers.
- Provide a supportive environment for all faculty and staff employees.





Scholarships/
Financial Aid
Office

Office of Student
Services

Scholarship Mail

GOAL
#5

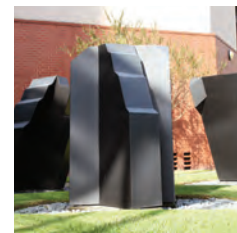
5

We are surrounded by potential – our community!

Attend our university, visit our campus, “like” us, “link” to us or “follow” us. No matter how it happens, we want to connect with our community. Our ambitious on-campus improvements cannot occur without the dedicated support of our off-campus alumni, friends, local government, legislators and other important academic stewards.

Objectives:

- Develop a comprehensive marketing and branding plan for the University that increases public awareness of UHD and enhances its reputation.
- Create a plan for raising external funds that supports the University’s Strategic Plan.
- Pursue philanthropic and research grants in partnership with community colleges and other community partners.
- Cultivate alumni and engage them in University activities.
- Develop and utilize University events to enhance the image of the institution.
- Strengthen UHD relationships with legislators and local government entities in concert with UH System leadership.
- Use print and electronic media effectively to facilitate campus communication.





GOAL
#6

6

Develop and reinforce our tools for success

You can't build a successful program without the right tools. That's why we are planning a series of infrastructure and information-sharing improvements that will help us carry out our aggressive plans. Whether that means an online community connecting faculty, staff and students or a bigger recreation center promoting teamwork and communication, the projects will improve connectivity, community and accessibility.

Objectives:

- Create a campus center that supports the development of faculty expertise in teaching, student learning and delivery of high-impact student experiences, as well as fosters cross-discipline collaboration.
- Develop a campus-wide “Student-Centered Philosophy” and encourage every faculty and staff member to engage in it.
- Employ technology to streamline processes and empower faculty, staff and students to acquire information.
- Develop campus environments that support interaction, collaboration and the enhancement of 21st century skills.
- Develop and utilize program-specific assessment procedures to ensure continual review and refinement of all University processes, programs and facilities.
- Expand and strengthen emergency preparedness and business continuity planning.
- Enhance the external appearance of the campus and its surroundings.
- Examine and reorganize, if deemed necessary, the organizational structure of the University to provide the most effective administrative oversight.
- Integrate the Strategic Plan with the Facilities Plan and the Budget Plan to ensure that the campus provides the facilities and funding necessary to meet University goals, objectives and tactics.

UHD: Inspiring Success



“That’s one of the things I love most about UHD—the sense of community and closeness among students and faculty. We’re a family.”

Ever David Flores

UHD student and theater enthusiast

Mission: Blend international business career with his passion for theater and acting

“We have a diverse student body here at UHD. They are motivated to improve themselves through education and I want to encourage that even more.”

Ben Aderholt

Commercial law professor and attorney who has presented cases in front of the U.S. and Texas Supreme courts

Mission: Helping students “connect the dots” between classroom study and the world



“At UHD, I had the opportunity to earn a degree in psychology while establishing Y.E.S.S. – Youth Empowering Society through Service that focuses on bringing aid and self-sustaining farming methods to South Sudan.”

Achol Mayen

UHD Alumni, class of 2012

Mission: Influence nation building in South Sudan



“The intimate class sizes, as well as the one-on-one attention students receive from professors was exactly what I needed to be successful.”

Aaron Kracko

UHD Alumni, Commencement Speaker May 2012

Mission: Future entrepreneur

“After carefully researching local accounting programs, I chose UHD because it had a better curriculum and real-world applications.”

Benjamin Mao

UHD Student, Native of Henan Province, China

Mission: Earn masters in accounting and find authentic Chinese food in Houston



“Scholars Academy is a great, fostering environment where students meet and study together and never feel alone.”

Vedangi Sample

UHD Alumni, Ph.D. in pharmacology from Johns Hopkins University. Currently working as a research fellow at Harvard Medical School

Mission: Understand the mechanisms of retinal degeneration



“I would be doing my students a disservice if I held them to anything but the highest standards.”

Susan Henney

Associate Professor of Psychology

Mission: To build opportunities for students with expectations that all students are high achievers



Our View of 2020

By the numbers

Enrollment

- We will increase enrollment to 18,000 students.
- We will increase to 175,000 semester credit hours.
- At least 30 percent of our students will come from outside the ten-county Houston metropolitan area via online and face-to-face courses.

Retention and Graduation

- We will increase our retention rate of first-time incoming freshmen by 3 percent each year until we reach and/or exceed 75 percent.
- 75 percent or more of our students who enter with 60 semester credit hours will graduate within two years.
- 45 percent or more of our students who enter with 30 semester credit hours will graduate within four years.
- 40 percent of our first-time incoming freshmen will graduate within six years.

Diversity

- We will retain our focus on diversity and our status as a Hispanic-Serving Institution (HSI) and Minority-Serving Institution (MSI).
- We will retain our focus on increasing the percentage of faculty diversity to equal or exceed other HSI and MSI peers in Texas.
- More than 5 percent of our enrollment will be international students.

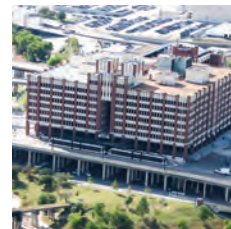


External Funding

- We will increase grants through the Office of Research and Sponsored Programs to \$7 million a year by 2015 and to \$10 million a year by 2020.
- We will initiate a comprehensive capital campaign to support University priorities.
- We will develop an annual giving program to increase gifts from alumni, faculty, staff and friends.

Programmatic Advancement

- We will develop at least four new baccalaureate degree programs to meet workforce needs.
- We will implement at least six new master's degree programs to meet workforce needs.
- We will offer 28 percent or more of all semester credit hours online and in hybrid course formats.
- We will provide at least one high-impact experience for students during each of their four years.
- All UHD baccalaureate degree graduates will demonstrate competency in 21st century skills such as communication, teamwork, personal responsibility and social responsibility.



About UHD

Mission

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and selected master's degree programs and providing strong academic and career preparation as well as life-long learning opportunities. Located in the heart of the city, the University reflects the diversity of the Greater Houston Area, and through its academic programs, engages with the community to address the needs and advance the development of the region. UHD is an inclusive community dedicated to integrating teaching, service and scholarly research to develop students' talents and prepare them for success in a dynamic global society.

Vision

The University of Houston-Downtown will be a premier city university engaging every student in high-impact educational experiences and ensuring that students graduate with 21st century skills.

UHD's Shared Values

Excellence – UHD nurtures excellence in teaching, learning, scholarly work and stewardship of the University for the benefit of students, the community and the academy.

Student Success – UHD facilitates and supports students in achieving their full potential for academic, personal and career growth through excellent programs.

Inclusiveness – UHD values diversity and promotes access to higher education through flexible and affordable programs.

Respect – UHD treats all individuals with respect and dignity and promotes collegiality, cooperation and open communication.

Integrity – UHD is committed to the highest ethical standards in its operations and holds itself accountable to its constituencies.

University of Houston-Downtown Administration

William V. Flores, President

Brian Chapman, Senior Vice President, Academic Affairs and Provost

David Bradley, Vice President, Administration and Finance

Ivonne Montalbano, Vice President, Employment Services and Operations

Lisa Montgomery, Vice President, Student Success and Enrollment Management

Johanna Wolfe, Vice President, University Advancement and External Relations

University of Houston System Administration

Renu Khator – University of Houston System Chancellor

University of Houston System Board of Regents

Spencer D. Armour III

Jacob Monty

Nandita V. Berry

Mica Mosbacher

Nelda Luce Blair

Gage A. Raba

Tilman J. Fertitta

Roger F. Welder

Jarvis V. Hollingsworth

Welcome W. Wilson, Jr.

University of Houston-Downtown Distance Education Locations

UHD Northwest at Lone Star College – University Park

UHD at Lone Star College – CyFair

UHD at Lone Star College – Kingwood

UHD at Lone Star College – Atascocita Center

The University of Houston-Downtown is an EEO/AA institution and is one of four public universities within the University of Houston System.

Houston's future is our future, too.

We are as deeply tied to Houston as we are dedicated to our academic mission. As our city grows up around us with inspiring plans for a vibrant future, we look forward to growing along with it.

Here are just a few of the exciting projects in our – and Houston's – future:



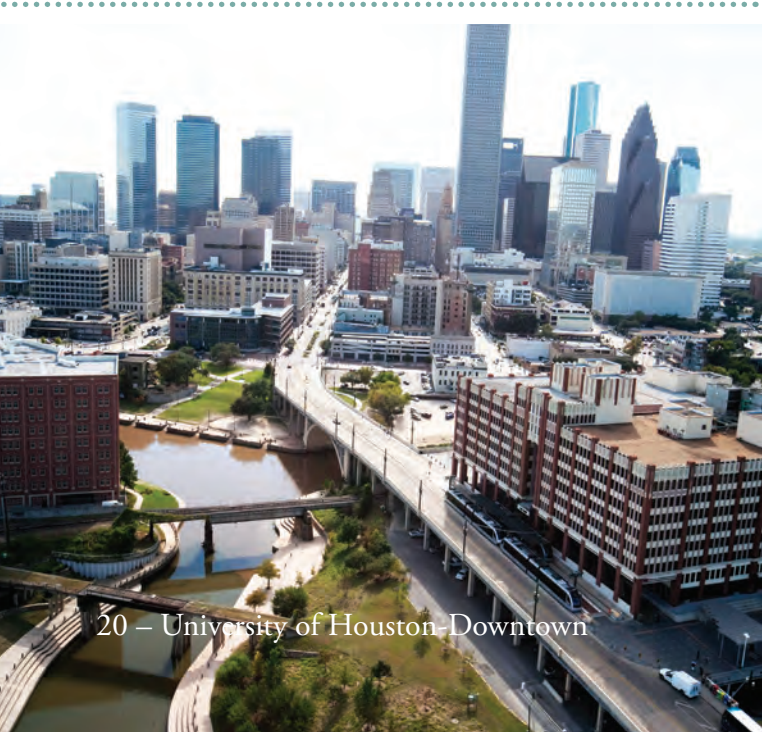
The expansion of METRO Rail

Houston's METRO Rail serves 45,000 passengers daily, making it the nation's most heavily traveled line per track mile. Currently, its northernmost stop is at UHD, but an expansion underway will add 5.3 miles of rail line extending north of UHD. Two additional rail lines, which are under construction and scheduled for service in 2014, will make UHD even more accessible to students from neighborhoods around the city.



A people-powered commute

Houston's 300 miles of interconnected bikeways will soon include the Heritage Corridor Bayou West Trail, which will run right through the heart of our downtown campus. The Trail will provide students, faculty and staff with a pathway to access the UHD One Main complex from the north side of I-10 and the east side of San Jacinto Street. This will improve pedestrian mobility across the campus and give members of the UHD community the option of riding their bikes to school or work.



Beauty and the bayou

UHD is located at the intersection of White Oak and Buffalo Bayous and will directly benefit from public and private investments aimed at preserving these natural wonders. These investments are championed by the Buffalo Bayou Partnership, a non-profit organization founded in 1986 to oversee the beautification and development for Houston's historic waterways.

Plans include redevelopment of the International Coffee Building, overseen by Houston First Corporation. This restoration will include a boathouse, visitor center, restaurant and offices in the historic building, which is located at Allen's Landing, directly across from UHD's Commerce Street Building and across the bayou from the One Main Building.

Dynamic urban renewal

The Urban Land Institute is focused on “responsible leadership in the use of land in order to enhance the total environment.” In 2012 UHD hosted ULI panel discussions that brought together stakeholders to discuss the use of land surrounding UHD, including METRO-owned land parcels just north of I-10. Proposals discussed have focused on how to best develop the North End into a vibrant and dynamic area for the city.

Affordable housing and community support

Avenue CDC (Community Development Corporation) is a non-profit organization dedicated to revitalizing the Northside and Washington Avenue communities by developing affordable housing and economic opportunities. The organization supports a host of area neighborhoods near the University with ambitious plans for affordable and energy-efficient housing.





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