Goal 6: Administration and Infrastructure
Invest in staff, infrastructure, and processes that support the institution.

Objective 1: Actively recruit and retain highly qualified individuals for all staff positions.

Targets
Maintain average of staff salaries at 90-95% of average staff salaries based on CUPA data.
Increase the staff to faculty ratio to 1.75:1 by 2020 from the current ratio of 1.54:1.

Strategies
• Strategy 1.1: Ensure that salary levels for staff are competitive when compared to similar positions in appropriate markets.
• Strategy 1.2: Hire qualified staff and maintain SACSCOC staff competence standards.
• Strategy 1.3: Revise and maintain staff handbook and related personnel policies.
• Strategy 1.4: Reward outstanding staff performance by awarding merit increases (Subject to availability of funds).
• Strategy 1.5: Conduct workforce plan.

Objective 2: Increase organizational development and learning opportunities for staff.

Target
At least 30% of all staff will participate in staff development courses offered annually.

Strategies
• Strategy 2.1: Develop and provide need-based training programs to improve the knowledge and skills of staff.
• Strategy 2.2: Expand the onboarding program.
• Strategy 2.3: Provide and encourage management/leadership professional development opportunities.
• Strategy 2.4: Provides system-wide mandatory training for all new employees.
• Strategy 2.5: Provide training for employees in new positions.

Objective 3: Encourage community engagement participation among all employees

Target
At least 50% of all staff will participate in at least one community and civic activity a year.

Strategies
• Strategy 3.1: Facilitate community and civic engagement opportunities for all employees.
• Strategy 3.2: Partner with internal stakeholders (Center for Community Engagement and Service Learning, Alumni relations, Student Affairs) to provide access for community and civic opportunities internally and externally to all employees.
• Strategy 3.3: Develop a program to recognize employees for community and civic service.

Objective 4: Employ technology strategically to empower the university to attain its goals and to support faculty, staff and student to meet their needs effectively.

Targets
Maintain 99.9% system uptime.
Maintain overall satisfaction rate of technology services at minimum of 90%.

Strategies
- Strategy 4.1: Provide a complete degree plan to each student upon entry to UHD.
- Strategy 4.2: Update accounting online payment system.
- Strategy 4.3: Align information systems with those of UH systems.
- Strategy 4.4: Improve business processes that support HIPS and community engagement.
- Strategy 4.5: Maintain enhanced information security systems.
- Strategy 4.6: Expand the capabilities to collect, store and mine warehouse data and increase the use of e-intelligence, dashboards, and predictive analytics to improve course offerings, increase student retention, completion and graduation rates.
- Strategy 4.7: Maintain a high performance, resilient and up-to-date technology infrastructure and service to support the University’s operations and goals, including online instruction, research computing and off-campus students.

Objective 5: Maintain an infrastructure and campus environment that support the needs of the UHD community.

Targets
- Complete 60% of all service order requests within 5 business day.
- Complete 90% of all service order requests within 20 business days.
- Maintain per square foot utility consumption increases to less than 1% annually.
- Obtain an overall rating of 85% or higher on customer service.
- Extend current 4+ year period of ‘Zero Lost Time’ employee safety record to 5 years.

Strategies
- Strategy 5.1: Redesign classrooms, administrative and student space to accommodate growth.
- Strategy 5.2: Expand Facilities Advisory Council to determine appropriate uses for space allocation and adaptations.
- Strategy 5.3: Invest in equipment to provide adequate support to colleges and units.
- Strategy 5.4: Continue to develop a master plan to acquire properties and develop new buildings, including Recreation and Wellness Center, student parking garage, intramural fields, etc. and renovate space based to allow expansion of academic programs, to create living learning communities, and to develop a university that meets the changing needs of Houston.
- Strategy 5.5: Determine funding level and funding stream to support space renovations and adaptations.

Objective 6: Expand and strengthen emergency preparedness and campus safety.

Targets
- Fire and evacuation drills — twice a year in every building.
- Mandatory viewership of training video for campus carry.

Strategies
- Strategy 6.1: Prepare the University for natural, technological and human made incidents and disasters as well as preplanned events.
- Strategy 6.2: Prepare the University for concealed carry (guns) by fall 2016.
- Strategy 6.3: Provide campus safety trainings for students, staff, and faculty.
- Strategy 6.4: Evaluate campus safety and emergency preparedness programs regularly.