STRATEGIC PLAN

2020 – 2024

BRIDGE TO 50
FIFTY YEARS OF PROGRESS

Founded in 1974, the University of Houston-Downtown has risen with the Houston skyline. As the city of Houston has stepped into the center of national conversations, so too has UHD emerged as a vital component of the city’s own progress.

UHD is about to enter the final year of its current strategic plan (UHD Revised Strategic Plan 2015-2020, Updated 11-14-17). Under this plan, which actually traces its heritage back to planning exercises conducted as early as 2007 and 2008, UHD has grown considerably: enrollments are higher, more programming is available, new buildings have been built. Ambitious goals structured around student success, student access, program advancement, research, partnerships, and more, have given shape and focus to many of our efforts over the past several years, and we have achieved a great deal toward these goals.

Now we have an opportunity to examine—and celebrate—these many successes as the institution’s first half-century comes to a close, and to simultaneously engage in an institution-wide conversation about the mission, vision, and goals that will emerge as focal points during the half-century to come.

To this end, we will embark on an ambitious and comprehensive strategic planning exercise: one that will allow us to take stock of who we are now and also define who we will be during the decade after the institution’s half-century milestone. This process will begin with the creation of a bridge plan—a strategic plan that will take us from 2021 to UHD’s 50th anniversary. This bridge plan will use the mission, vision, and core values of the current strategic plan as a framework for setting institutional goals for the next three years. During the implementation of that bridge plan, we will launch an ambitious, campus-wide, comprehensive conversation about the future of UHD. We will begin by examining the mission, vision, and core values of the institution, and then build a brand new beyond 50 strategic plan that will take the institution from its 50th anniversary deep into the next half-century.

UHD has been, and will remain, a cornerstone in the architecture of Houston higher education. We are Houston’s downtown university, with commitments to student success, academic excellence, civic engagement, career readiness, and more. During the construction of both the bridge plan and the beyond 50 plan, I hope each faculty and staff member of the university will take the time to engage the planning process. Let us join together across the university to finish our first fifty years strong, and set an ambitious vision for the years to come.

Go Gators!

Eric Carl Link

Provost and Senior Vice President for Academic and Student Affairs
BUILDING THE BRIDGE TO THE GREAT BEYOND

Overall Strategic Planning Timeline

- **2019**: Planning Begins
- **2020**: UHD Rebranding, Launch Bridge Plan
- **2022**: New Strategic Planning
- **2023**: Work in Progress
- **2024**: Launch New Plan & Beyond…
- **2025**: UHD Turns 50!

Bridge Plan Development

New Strategic Plan Development

Bridge Plan Implementation

New Strategic Plan Implementation
The development of both the bridge plan and the beyond 50 plan will be informed at every level by transparency, campus-wide stakeholder engagement, and recursive feedback processes. Our goals will be both realistic and aspirational. They will tell the story of our institution, reflect our institutional values, build on institutional strengths, and provide a dynamic and flexible roadmap for budgetary priorities, investment opportunities, and innovation.

The structure of this process will start with a steering committee. This through-line committee will operate through the building of both the bridge plan and the beyond 50 plan. Until the completion of the FY 2021-2024 bridge plan, the steering committee will have a standing monthly meeting, and will get updates from the strategic planning committee and workgroups. The steering committee will again be mobilized in Fall 2021 to start pre-planning for the FY 2025-2035 beyond 50 plan.

Reporting to the steering committee will be the strategic planning committee itself, and reporting to the strategic planning committee will be six working groups, one for each of the strategic goals associated with the current strategic plan: 1. Student Success, 2. Student Access, 3. Programmatic Advancement, 4. Research, Scholarship and Creative Activities, 5. External Partnerships, 6. Administration and Infrastructure. Working together with stakeholders across the university, the working groups, under the direction of the strategic planning committee, and as charged by the steering committee, will develop and finalize the bridge plan.

Then, at the appropriate time, a new strategic planning committee and set of work groups will be charged to develop and recommend to the steering committee the vision, mission and goals for UHD for the next 10 years, and these goals and statements will be memorialized in the beyond 50 strategic plan.

Below are the committee composition, charge, duration, and budget for each of the committees:

**THE STEERING COMMITTEE**

**STEERING COMMITTEE MEMBERS**: (Tentative)

Juan Sánchez Muñoz (Chair) - President
Eric Carl Link (Vice-Chair) - Provost
Faiza Khoja- Senior Associate Vice President of Academic Affairs
2-3 Administrative Staff Members (Cabinet level)
Faculty Senate President
Faculty Senate President Elect
Staff Council President
SGA President
Advisory Board Member and/or Community Stakeholder (TBD)
Strategic Planning Project Manager

*Membership based on specific position and title.*
ROLE OF THE STEERING COMMITTEE:

- Identify the short- and long-term vision and strategic priorities of the institution to facilitate the development of the Bridge Plan and also provide guidance for the 2025-2035 Strategic Plan.
- Charge committees associated with the strategic planning process.
- Monitor progress and provide guidance to the strategic planning committee and the work groups.
- Assist in communicating the strategic planning and workgroup updates to the UHD and external communities.
- Provide final approval for the Bridge Plan and the New Strategic Plan.

MEETINGS:
Standing monthly meetings.

DURATION:
Fall 2019 - Fall 2024

THE STRATEGIC PLANNING COMMITTEE

strategic planning committee members*
(Tentative)

- Faculty Senate President Elect (co-Chair)
- Senior Associate Vice President of Academic Affairs (co-Chair)
- Committee chairs from each of the six work groups*
- Executive Director of Marketing
- 4-6 Faculty and Staff at Large*
- Strategic Planning Project Manager
- Writing and Editing Staff

*Member on the committee should include representation from each college, as well as major administrative units; thus the number of faculty and staff at large may vary depending on who the chairs of the six working groups are.

CHARGE OF THE STRATEGIC PLANNING COMMITTEE:

- Prioritize and collate all information shared by the six work groups to write and finalize the Bridge Plan.
- Spearhead the Bridge Plan development process, keeping with the timeline.
- Communicate the progress of the plan with internal and external stakeholders and provide feedback and input to the steering committee and work groups.
- Recommend any emerging themes, focal points, and/or goals for the FY 2025-2035 strategic plan.

MEETINGS:
Standing bi-monthly meetings, and as needed.

DURATION:
Fall 2019 - Fall 2020

BUDGET:
$3,000 of discretionary funds for the 10 months until completion of the Bridge Plan.
The Work Groups

There are six work groups based on the six goals of our previous strategic plan (student success, student access, programmatic advancement, research, scholarship & creative activities, external partnerships, and administration & infrastructure).

Work Group Committee Members

Each committee will be comprised of approximately 8-10 people with the membership striking a balance between faculty, staff, and administrators. Any faculty or staff member wanting to serve on one of these working groups should submit their information when the call for self-nominations is sent out.

Charge of the Work Group

- Conduct a gap analysis pertaining to the respective goals and objectives of the existing strategic plan.
- Gather and summarize accomplishments and success stories from the UHD community to be included in the Bridge Plan.
- Integrate the new short-time strategic priorities identified by the steering committee into the plan, revise the targets and streamline the existing objectives and strategies.
- Effectively and regularly communicate to the strategic planning committee.

Meetings:
Standing bi-monthly meetings, and as needed.

Duration:
Fall 2019 - Summer 2020

Budget:
$2,000 for each work group of discretionary funds for the 10 months until completion of the Bridge Plan.
PHASES OF DEVELOPMENT

**PHASE I** [OCT 2019]
PRE PLANNING
Bridge Plan & New Strategic Plan

**PHASE II** [NOV 2019 to DEC 2019]
DISCOVERY
Gap Analysis | Evaluation of Objectives | Evidence Gathering | Accomplishments & Stories

**PHASE III** [JAN 2020 to MAY 2020]
DEVELOPMENT
UHD’s Bridge Plan

**PHASE IV** [SEPTEMBER 2020]
IMPLEMENTATION
UHD’s Bridge Plan

**PHASE V** [JAN 2022 to AUG 2022]
DISCOVERY
Review Mission, Vision, and Shared Values | Environmental Scans | Gap Analysis | SWOT

**PHASE VI** [SEP 2022 to MAY 2024]
DEVELOPMENT
UHD’s New Strategic Plan

**PHASE VII** [2024]
IMPLEMENTATION
UHD’s New Strategic Plan
Our Bridge Plan is an opportunity of us to reflect on the work that we have been doing for the past decade. It is a time to gather our success stories and celebrate them. But it is also a time for us to review and evaluate what objectives didn’t work, didn’t get funded, or are no longer the approach or direction the university is going.

It is our hope that the information we gather in this look back will tell us who we are, what we do well, and what our goals and aspirations should be for the next chapter of UHD.

University Relations & Marketing is collaborating with us in this planning effort. As we move through the planning process we will work side by side to make certain that transparent communication of the steps and the process are available to the UHD Community as well as our external stakeholders.

**BRIDGE PLAN TACTICS:**

**OCT 2019** – Website developed, added to “Academics” menu, and search optimized  
**OCT 2019** – UHD News article announcing project and plans  
**OCT 2019** – Posts to social media and UHD website  
**OCT 2019** – Email message from President Munoz with link to website  
**DEC 2019** – Checkpoint communication  
**JAN 2020** – Checkpoint communication  
**MAR 2020** – Checkpoint communication  
**MAY 2020** – Final checkpoint communication & Bridge Plan DUE from committee  
**JUN 2020** – Finalize Bridge Plan formatting and graphics  
**JUL 2020** – Send Bridge Plan to printers  
**SEP 2020** – **PRESIDENT’S FALL CONVOCATION**  
  UHD’s New Rebranding  
  Launch UHD’s Bridge Plan
RESOURCES

EFFECTIVENESS DATA
- Data Analytics
- Assessment
- Institutional Research

RELATIONS & MARKETING
- UHD Brand Marketing
- External Stakeholder Relations

PROJECT MANAGEMENT
- Project Tracking w Updates
- Document Templates & Library w Repository
- Budget Management

STAFF & TECH SUPPORT

BUDGET

STRATEGIC PLANNING BUDGET *

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing, Video, Graphics, and Photography Services</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Committee Funding</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Project Kick-Off and Bridge Plan Launch Events</td>
<td>$15,000.00</td>
</tr>
</tbody>
</table>

*Project Phases I through IV ONLY

TOTAL: $50,000.00

DELIVERABLES

- BRIDGE PLAN – FY 2021 to 2024
- NEW STRATEGIC PLAN – FY 2025 to 2035