Revised Strategic Plan 2015-2020

Updated 11-14-17

UHD
University of Houston
DOWNTOWN

TABLE OF CONTENTS

PRESIDENT'S ADDRESS

From our campus at theUniversity 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, it also makes us 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 a well-educated and engaged citizenry. At UHD, we educate many of the future citizens and leaders of Houston and the nation. That is why we are committed to providing an educational experience that is both personally and professionally meaningful.

Since 1974, the University of Houston-Downtown has grown rapidly in the number of students we serve and the number of degrees we offer. We have even more ambitious plans to come.

This booklet maps out our strategic plan through 2020. I hope you will read it with great enthusiasm, and then join us as we become a premiere city university educating graduates with 21st century skills that benefit Houston, and beyond.

Dr. Juan Sánchez Muńoz
UHD President

EXECUTIVE SUMMARY

In the summer of 2014, faculty and administration reviewed the published 2012-2020 Strategic Plan and identified accomplishments and priorities for 2015. During 2014, committees, divided by the six goals and revised the plan in summer 2015. In summer of 2017, the executive leadership team reviewed the outcomes again and recommended revised outcomes to administration, faculty, staff and students. Additionally, each of the five colleges and major academic units have developed their respective strategic plans, which align with the University plan.

Goal 1: Student Success

Advise, retain, and educate an increasing number of students who meet the workforce needs.
Outcome 2020:

- 28% six year First Time in College (FTIC) graduation rate.
- 75% first year retention.
- 60% second year retention.

Goal 2: Student Access

Recruit an increasing number of qualified students from the diverse community.
Outcome 2020:

- 15,400 overall students.
- 146,000 total semester credit hours in Fall
- 1,595 graduate students (included in overall students).

Goal 3: Programmatic Advancement

Develop nationally and regionally prominent academic programs that provide students with high impact experiences and opportunities to gain 21st century skills.
Outcome 2020:

- 15-20 new academic and professional programs and certificates.

Goal 4: Research, Scholarship and Creative Activities

Recruit, retain, and support a highly qualified faculty.
Encourage faculty research, scholarship, and creative activities to enhance academic culture and to contribute to regional development.
Outcome 2020:

- $4 Million in research expenditures.

Goal 5: External Partnerships

Strengthen external relations with alumni, friends of the University, local and regional communities and businesses, and legislative and governmental entities.
Outcome 2020:

- $25 Million in external funding.

Goal 6: Administration and Infrastructure

Invest in staff, infrastructure, and processes that support the institution.

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.

MISSION

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and select master's degree programs and provides 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 Metropolitan 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.

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.

'THE CITY IS OUR CAMPUS' – BUILDING DISTINCTION THROUGH ENGAGEMENT
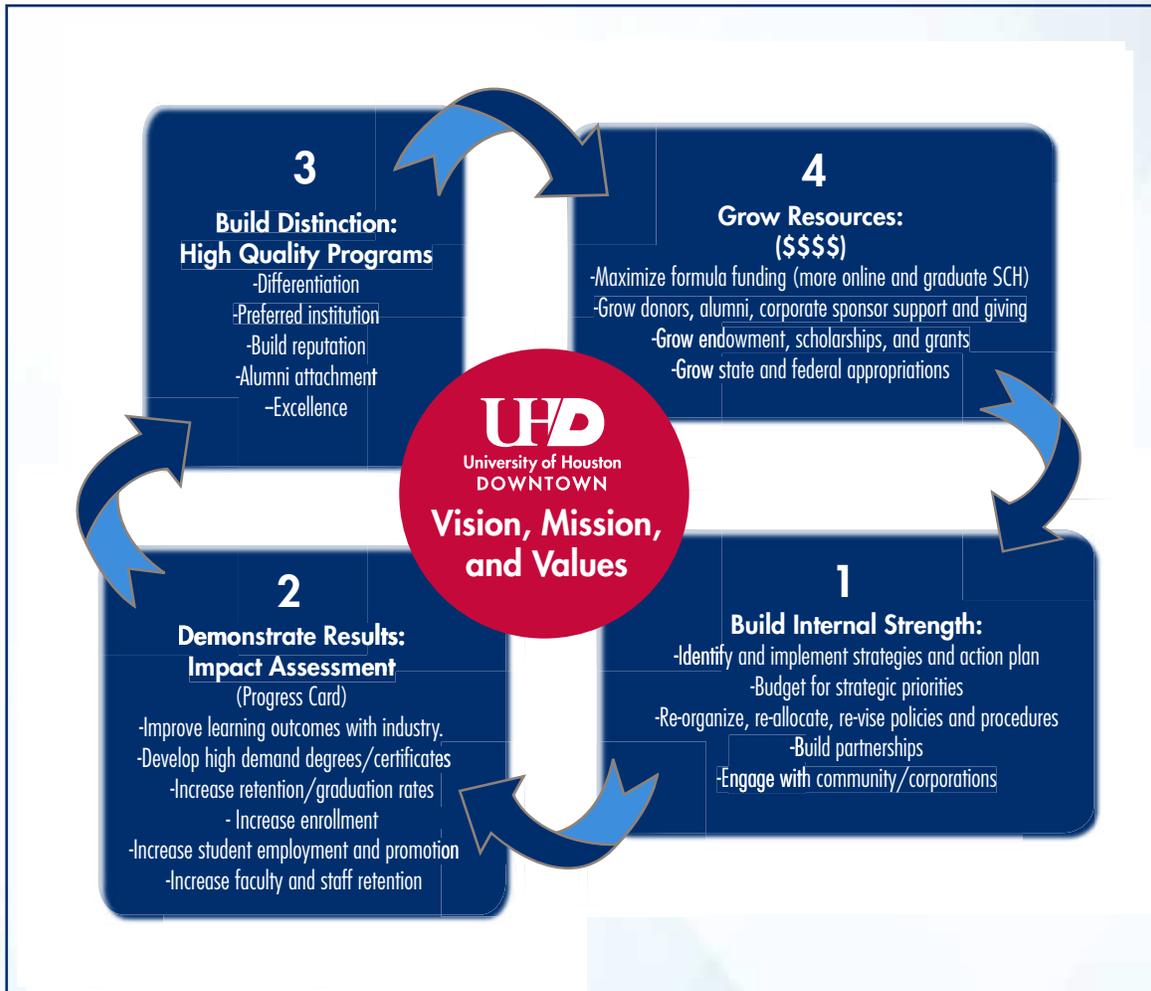
This resource engine is an adaptation from the book 'Good to Great' and was re-defined to fit the UHD model at the 'Leadership Retreat' in 2009 when administrative leadership, faculty, staff and students came together to develop the strategic plan. UHD vision, mission and values are the centripetal forces driving the institution to build strengths to meet desired outcomes in order to build recognition and distinction and to increase resources.

Since 2009, resources have been strategically allocated to develop internal strengths in addition to building community and industry partnerships to develop new programs and opportunities for student employment. The University has gained increased prominence in Houston through our outreach and community engagement efforts. Providing minority, first generation students the possibility of a bright future is well-recognized by private and public donors and sponsors. The engine has picked up momentum and UHD has already seen improvements.

SWOT ANALYSIS

Strengths

- Diverse student body.
- Low tuition.
- Committed, engaged, and qualified faculty and staff.
- Multiple modes of instructional delivery.
- Carnegie Classification of Community Engagement.

Weaknesses

- Unclear brand identity.
- Low student retention and graduation rate.
- Inefficient businesses processes.
- Significant workload for faculty and staff.
- Insufficient academic and administrative student support.

Opportunities

- Proximity to business industry and not-for-profits.
- Relationship with supporting partners- City of Houston, government and non-government agencies, correctional facility, port authority, foreign consulates and 40 international chambers, public school district, and community colleges.
- Metropolitan area of Houston with potential for population and socio-economic growth.
- International expansion.
- Growing adult market.

Threats

- Other two- and four-year higher education traditional institutions in Houston and in Texas.
- For-profit and online higher education institutions across the nation.
- Inconsistency in state funding.
- Policies on immigrants and in-state tuition.
- Rapid changes in technology, offering no or low cost education focusing on competencies (e.g.- MOOCS, Western Governors, Southern New Hampshire, etc.).

Goal 1: Student Success

Advise, retain, and educate an increasing number of students who meet the workforce needs.

Outcome 2020

- 28% six year FTIC graduation rate.
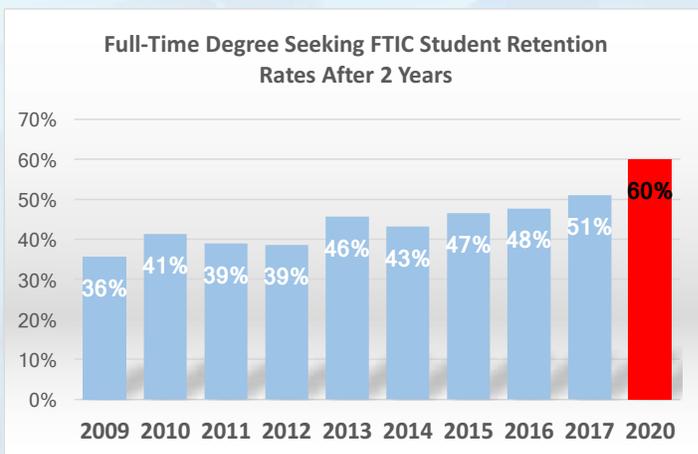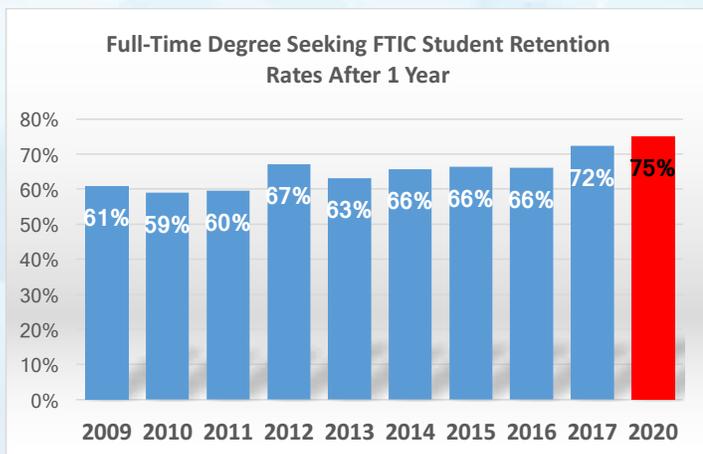- 75% first year retention.
- 60% second year retention.

Full-Time Degree Seeking FTIC Student 6-Year Graduation Rates
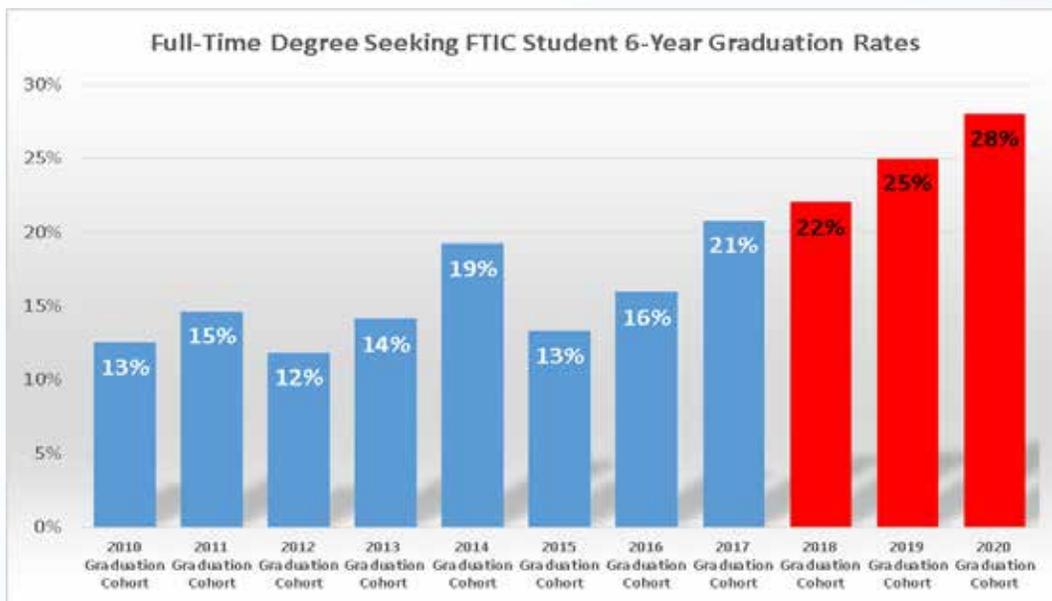
Objective 1: Improve FTIC and transfer graduation rates consistent with state-wide and national peers.

Targets

- Improve FTIC-6 year graduation rate to 28% by fall 2020.
- Increase 4 year graduation rate of transfer students, who enter with approx. 60 SCHs, to 70% by fall 2020.

Strategies

- Strategy 1.1: Provide a complete degree plan to each student upon entry to UHD.
- Strategy 1.2: Expand and increase funding and infrastructure to Academic Support Centers (writing and math centers) and supplemental instruction.
- Strategy 1.3: Continue to provide proactive advising at the college level.
- Strategy 1.4: Develop infrastructure support for data analytics modeling.
- Strategy 1.5: Establish articulation agreements with community colleges.
- Strategy 1.6: Integrate library and information literacy into core curriculum.
- Strategy 1.7: Provide triangulated technology to support student success (Peoplesoft conversion, Educational Advisory Board (EAB), and redesign of student self-service portal).

Full-Time Degree Seeking FTIC Student Retention Rates After 1 Year

2009	2010	2011	2012	2013	2014	2015	2016	2017	2020
61%	59%	60%	67%	63%	66%	66%	66%	72%	75%

Full-Time Degree Seeking FTIC Student Retention Rates After 2 Years

2009	2010	2011	2012	2013	2014	2015	2016	2017	2020
36%	41%	39%	39%	46%	43%	47%	48%	51%	60%

Objective 2: Integrate, coordinate, assess and improve comprehensive first and second year experiences of FTICs.

Targets
- Increase first year retention rates for FTICs to 75%, by fall 2020.
- Increase second year retention to 60% by fall 2020.
- 100% of FTIC to declare a major or identify a field of interest by the end of their freshman year.

Strategies
- Strategy 2.1: Develop, implement, assess, and improve proactive advising practices, policies, and procedures based on student needs and their demographic and academic profiles.
- Strategy 2.2: Identify, implement, assess and improve intervention strategies at key leverage points based on student needs and their demographic and academic profiles.
- Strategy 2.3: Increase weekend, evening, and on-line advising and instructional support.
- Strategy 2.4: Continue investment in and assessment of gateway courses.
- Strategy 2.5: Increase visibility of the University Honors Program and affiliated honor societies.

Objective 3: Expand High Impact Practices (HIPS) and Community Engagement programs to levels of state-wide and Carnegie peers.

Targets
- At least 25% of FTICs to participate in one HIP (excluding community engagement) in their first year, annually.
- At least 50% of students to participate in at least 2 HIPS and 2 community engagement activities during their tenure in college.
- Increase current external funding for HIPS over a baseline of $75,000 and community engagement over a baseline of $40,000 by at least 10% annually.
- At least 50% of FTICs to earn an 'Engaged Scholar' badge.
- By 2020, 100% of FTICs to participate in at least two High Impact Practices.
- Designate at least 10% of total undergraduate sections as community engagement service learning.

Strategies

- Strategy 3.1: Promote Quality Enhancement Plan- 'Academic Achievement through Community Engagement'.
- Strategy 3.2: Encourage and support HIPS and community engagement activities inside and outside the classroom.
- Strategy 3.3: Apply for external funding (grants, public and private) to foster HIPS and community engagement at the University.

Objective 4: Improve programs and processes for student support services consistent with state-wide peers.

Target

- Achieve 85% or higher rates of student satisfaction with student support services consistent with state-wide peers.

Strategies

- Strategy 4.1: Improve support services and student life to enhance student engagement and success (e.g. tutoring, career services, registrar, financial aid, student activities, etc.).
- Strategy 4.2: Enhance facilities and support for students with disabilities.
- Strategy 4.3: Maintain compliance with Federal guidelines for Title IX.
- Strategy 4.4: Develop a four-year curriculum to support student career development.
- Strategy 4.5: Support and promote veteran's services.
- Strategy 4.6: Support and promote diversity, inclusivity and equity on campus.
- Strategy 4.7: Further develop student leadership.
- Strategy 4.8: Assess existing services and develop plans to expand onsite drop-off childcare service.
- Strategy 4.9: Review and maintain student handbook.

Objective 5: Enhance faculty development.

Target

- At least 50% of all faculty (full-time and part-time) to participate in Center for Teaching and Learning Excellence (CTLE) sponsored programs and services that include faculty from all colleges by 2020.
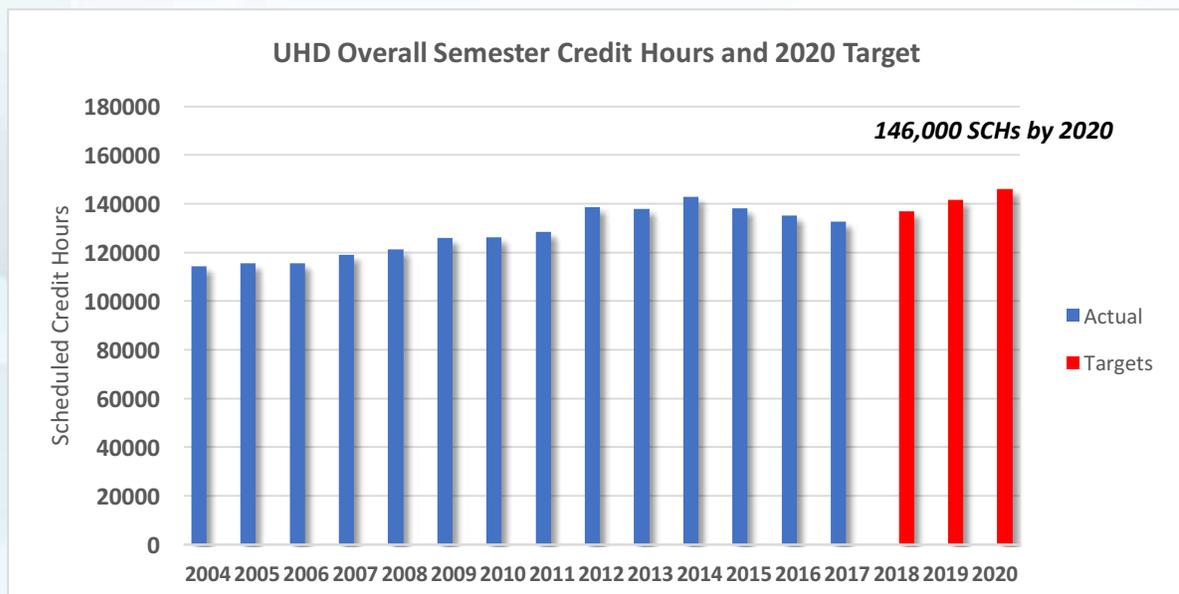
Strategies

- Strategy 5.1: Provide opportunities for faculty development for QEP online learning, community engagement, HIPS, etc. through the Centers throughout the year.
- Strategy 5.2: Encourage and support faculty development in teaching and learning by offering various grants.
- Strategy 5.3: Increase participation, assess, and improve learning effectiveness in QEP-designated, barrier, common core, and online courses for first generation students in all colleges and departments.

Goal 2: Student Access

Recruit an increasing number of qualified students from the diverse community.

Outcome 2020

- 15,400 overall students.
- 146,000 total semester credit hours.
- 1,595 Graduate students (included in overall students).

UHD Overall Enrollment History and 2020 Target

15,400 students by 2020

UHD Overall Semester Credit Hours and 2020 Target

146,000 SCHs by 2020
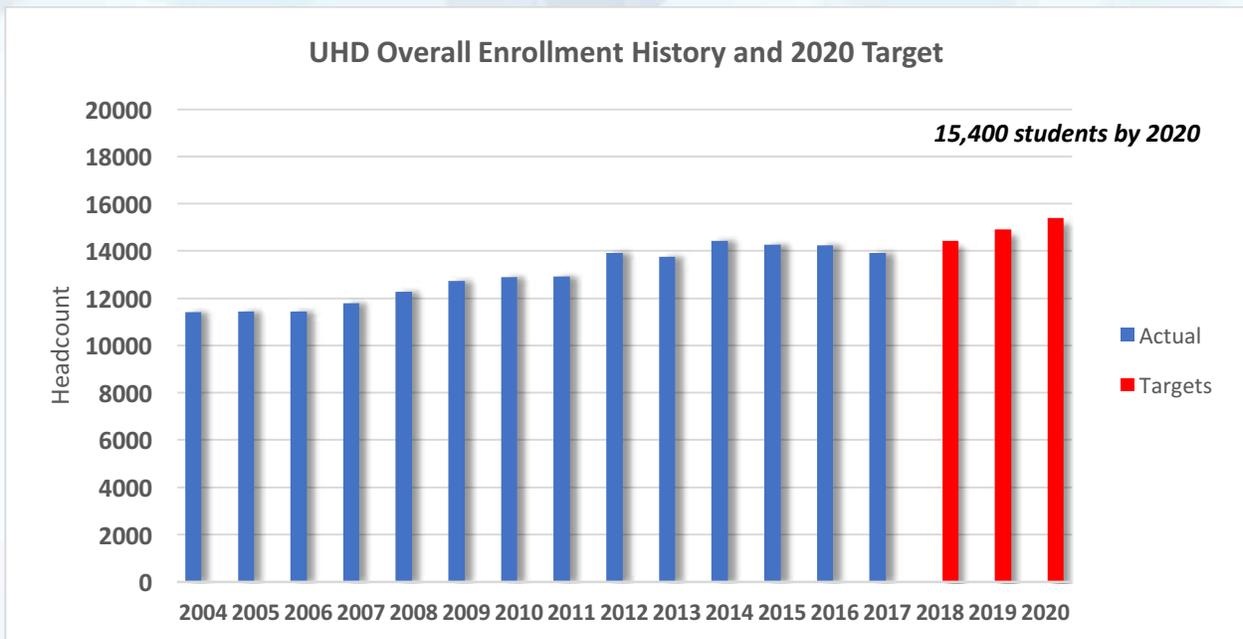
Objective 1: Enhance the number and quality of entering undergraduate students while maintaining the University's commitment to enrolling a diverse student body.

Targets

- Increase the percent of entering freshmen who graduate in:
  - o The top 25% of their high school classes to 40% of FTIC enrolled in fall 2020.
  - o The top 26%-50% of their high school classes to 50% of FTIC enrolled in fall 2020.
  - o By 2020, 100% of students to be in the top half (of those who have ranks) of their graduating high school class.

Strategies

- Strategy 1.1: Develop a comprehensive enrollment/transition program.
- Strategy 1.2: Develop recruitment practices and programs to attract college ready students.
- Strategy 1.3: Establish a communication system that uses technology to maintain regular contact with students.
- Strategy 1.4: Adopt improved business processes and technology to support enrollment.
- Strategy 1.5: Provide attractive financial packages to potential and current students.
- Strategy 1.6: Increase the university commitment to student employment.
- Strategy 1.7: Maintain HSI and MSI designation.

Objective 2: Enhance partnerships with community colleges to increase number of students that are core complete or have earned associate degree.

Target

- Increase in the number of transfer students to 2400 in Fall 2020.

Strategies

- Strategy 2.1: Develop a comprehensive enrollment/transition program.
- Strategy 2.2: Develop recruitment practices and programs to attract transfer students.
- Strategy 2.3: Establish a communication system that uses technology to maintain regular contact with students.
- Strategy 2.4: Develop and implement the appropriate articulation agreements for not only transfers but transfers with honors and community engagement hours.
- Strategy 2.5: Adopt improved business processes and technology to make the transfer process seamless.
- Strategy 2.6: Provide attractive financial packages to potential and current students.
- Strategy 2.7: Increase the university commitment to student employment.
- Strategy 2.8: Develop seamless processes for long term relationships with community colleges.

Objective 3: Increase graduate, international, and adult enrollment.

Targets
- Graduate enrollment
  - o Increase total graduate semester credit hours to 7,175 SCHs in Fall 2020.
  - o Increase graduate enrollment to 1,595 in Fall 2020.
- International Enrollment (graduate and undergraduate)
  - o Increase international student enrollment to 462 students in Fall 2020.

Strategies
- Strategy 3.1: Develop robust programs to recruit, enroll, and support students.
- Strategy 3.2: Develop effective marketing strategies.
- Strategy 3.3: Adopt improved business processes and technology to support enrollment.
- Strategy 3.4: Provide attractive financial packages.
- Strategy 3.5: Provide the infrastructure to increase and sustain enrollment.
- Strategy 3.6: Develop partnerships with international institutions that provide dual degree opportunities for UHD and international students.

Goal 3: Programmatic Advancement

Develop nationally and regionally prominent academic programs that provide students with high impact experiences and opportunities to gain 21st century skills.

Outcome 2020
- 15-20 new academic and professional degree programs and certificates.

Objective 1: Launch new degree programs (face-to-face and online) and certificates (including interdisciplinary programs) based on industry and job market needs.

Targets
- 4 baccalaureate degrees.
- 6 master's degrees.
- 10 certificates.

Strategies
- Strategy 1.1: Receive authorization from the Board of Regents to offer additional undergraduate and graduate degrees.
- Strategy 1.2: Institutionalize the process of developing new programs.
- Strategy 1.3: Develop an incubation fund for new programs.
- Strategy 1.4: Seek the highest level of accreditation that is appropriate for all programs that have accrediting bodies.

Objective 2: Enhance and expand in online and off-campus programs and course offerings.

Targets
- Increase in online semester credit hours to 43,890 SCHs in Fall 2020.
- Increase in off-campus semester credit hours to 10,240 SCHs in Fall 2020.

Strategies
- Strategy 2.1: Develop and maintain the infrastructure to support online and off-campus academic community.
- Strategy 2.2: Offer new and existing programs online.
- Strategy 2.3: Develop recruitment and marketing strategy for online and off-campus enrollment.

Objective 3: Review and revise the Common Core Curriculum and develop and integrate assessment into new and existing degree programs in different delivery modalities.

Target
- Complete one 3-year cycle of assessment of all Core learning outcomes.
- 100% compliance with assessment plan and reports.

Strategies
- Strategy 3.1: Assess and make adjustments to the Common Core Courses.
- Strategy 3.2: Focus on College assessment, reporting, and data evaluation.
- Strategy 3.3: Assess and monitor quality of online and off-campus program offerings.

Objective 4: Review and revise existing academic programs to ensure meeting the needs of UHD graduates.

Target
- All programs to be reviewed and revised by 2020 to be consistent with THECB's 60X30 strategic plan.

Strategies
- Strategy 4.1: Integrate review and revision of academic programs to identify marketable skills into College Strategic Plans.
- Strategy 4.2: Communicate marketable skills to students, families, and industry (transparent learning).
- Strategy 4.3: Ensure that students graduate with 21st century (LEAP) skills (QEP and program level).
- Strategy 4.4: Fully comply with all THECB program review requirements.
- Strategy 4.5: Assess all academic programs on a cycle to fulfill SACSCOC and program-specific accreditation.

Objective 5: Expand UHD's offerings to Houston's working adult market (including veterans) to increase enrollment and accelerate degree completion.

Target
10 new continuing education certificates or variations of existing certificates.

Strategies
- Strategy 5.1: Perform a market study that analyzes the educational needs of the working adult population.
- Strategy 5.2: Create additional online only degrees to serve the adult population.
- Strategy 5.3: Market UHD's current offerings that cater to the Houston's full-time working adults.
- Strategy 5.4: Develop plans for competency-based credit and degree programs.
- Strategy 5.5: Offer certificates and/or non-credit continuing education courses for industry professionals both face-to-face and online.
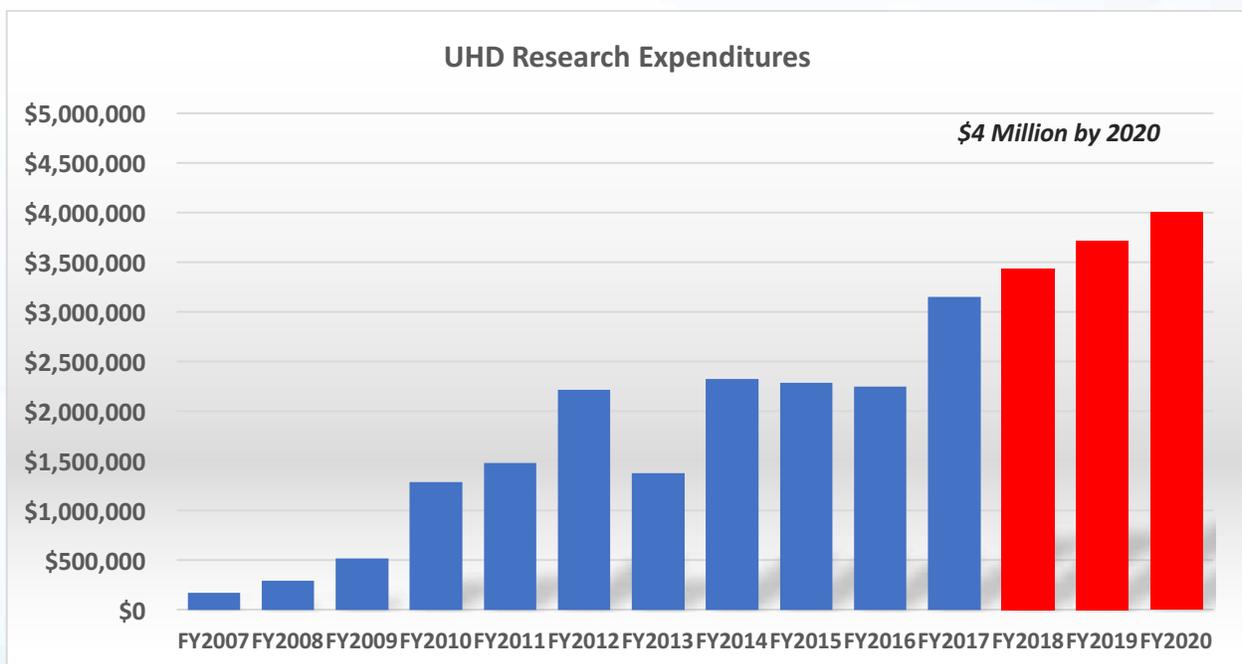
Goal 4: Research, Scholarship and Creative Activities

Recruit, retain, and support a highly qualified faculty.

Encourage faculty research, scholarship, and creative activities to enhance culture and to contribute to regional development.

Outcome 2020
- $4 million in research expenditure.

UHD Research Expenditures

$4 Million by 2020

$5,000,000	
$4,500,000	
$4,000,000	
$3,500,000	
$3,000,000	
$2,500,000	
$2,000,000	
$1,500,000	
$1,000,000	
$500,000	
$0	

FY2007 FY2008 FY2009 FY2010 FY2011 FY2012 FY2013 FY2014 FY2015 FY2016 FY2017 FY2018 FY2019 FY2020

Objective 1: Increase faculty participation in peer-reviewed research and scholarly and creative output.

Target
- The number of faculty publishing in peer-reviewed journals, producing scholarly and creative works to increase by at least 10% annually, over a baseline of 100 journal publications, books, and creative activities.

Strategies
- Strategy 1.1: Review and modify university policies to foster research, scholarship and creative activities.
- Strategy 1.2: Provide seed funding to support faculty research, scholarly achievements and creative activities.
- Strategy 1.3: Provide adequate library support for faculty research, scholarly achievements and creative activities.

Objective 2: Actively recruit and retain highly qualified faculty.

Targets
- 90-95% of market average faculty salary (among our comparable peer institutions across higher ed).
- Retain 90% of tenure-track faculty for at least 10 years.

Strategies
- Strategy 2.1: Ensure competitive faculty salaries when compared to similar ranks and positions in appropriate market.
- Strategy 2.2: Hire qualified faculty who are likely to fulfill the mission and vision of UHD and maintain SACSCOC faculty competence standards.
- Strategy 2.3: Revise and maintain faculty handbook and policies on a three year cycle.
- Strategy 2.4: Review policies and rubrics for rank and tenure, annual performance and to award merit pay to be consistent with the mission and vision of the University.

Objective 3: Enhance the academic culture of the university.

Targets
- Anually, host at least 2 events via the Office of Sponsored Research for faculty and staff.
- Increase student participation in the Student Research Conference by 10% incrementally every year over a baseline of 120 students. Student research from all colleges, with the exception of University College, will be represented.

Strategies
- Strategy 3.1: Develop a plan for public promotion of student and faculty accomplishments and awards.
- Strategy 3.2: Encourage and support student research and faculty mentorship.

Objective 4: Encourage and support new funding opportunities.

Targets
- Increase by $1.5 million in awards annually.
- Increase total research expenditures by at least $500,000 each year.

Strategies
- Strategy 4.1: Identify new opportunities, particularly with high indirect costs to reach overall goal.
- Strategy 4.2: Develop funding partnerships with community colleges.

Goal 5: External Partnerships

Strengthen external relations with alumni, friends of the University, local and regional communities and businesses, and legislative and governmental entities.

Outcome 2020
- $25 million in external funding.

Annual Total Giving

Average $4.5 annually
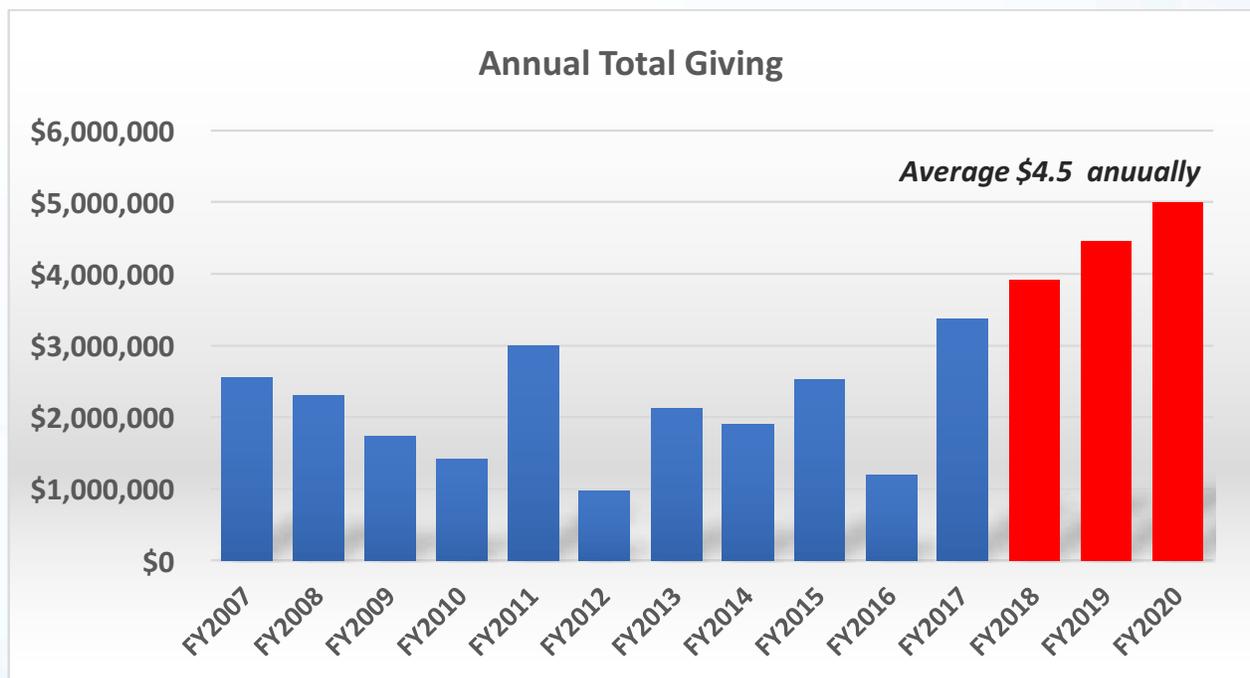
Objective 1: Enhance awareness of UHD as quality institution of higher education among key internal and external stakeholders.

Target
- Achieve an average of 12 media mention a month.
- Establish social media target of 30,000 views.
- Engage with 450 new prospective students per month.

Strategies
- Strategy 1.1: Develop and implement a comprehensive communication plan.
- Strategy 1.2: Increase visibility in the external community.
- Strategy 1.3: Engage UHD stakeholders in marketing efforts.
- Strategy 1.4: Update, maintain and maximize the use of new and improved website.

Objective 2: Increase external funding from philanthropic sources.

Target
- Increase philanthropic giving at an average of $4.5 million annually by 2020.

Strategies
- Strategy 2.1: Cultivate a pipeline of donors for current and planned gifts in support of university priorities.
- Strategy 2.2: Create programs to increase alumni, student, faculty and staff engagement in philanthropy.
- Strategy 2.3: Partner across campus and with external groups to increase productivity in corporate and foundation grants.
- Strategy 2.4: Develop and implement a comprehensive stewardship plan to increase donor engagement and continued giving
- Strategy 2.5: Recruit members and establish leadership committees.
- Strategy 2.6: Plan and implement Capital Campaign kick off

.

Objective 3: Increase participation and engagement of alumni and friends.

Target
- Increase alumni participation rate to 5% of the total number of alumni by 2020.

Strategies
- Strategy 3.1: Strengthen advancement-related boards and volunteer involvement at the institutional and college level.
- Strategy 3.2: Engage and reconnect alumni to the University through enhanced programmatic efforts in order to build lifelong connections.
- Strategy 3.3: Enhance programming that engages alumni with students, faculty and staff.

Objective 4: Strengthen relationships with elected officials and community partners.

Target
- Create opportunities to host speakers, forums and events of general interest to the university and Houston community.

Strategies
- Strategy 4.1: Develop a plan to showcase UHD progress to government officials via written communication and events.
- Strategy 4.2: Build and maintain strategic partnerships with community partners.
- Strategy 4.3: Host and sponsor events and speakers of broad interest to the community.

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.

Targets
- 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: Provide 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

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

Strategy
- 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 students 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-camous 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.
- Test concepts of the Emergency Management and Business Continuity Plans annually.
- 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.
- Strategy 6.5: Update the Emergency Management and Business Continuity Plans.

RESOURCES

About UHD

UHD Quick Facts

UHD Leadership

UHD Institutional Research

UHD Progress Card

THECB 60X30 Plan

http://www.comparecollegetx.com

NSSE Snapshot

NSSE Data on Engagement Indicators

NSSE HIPS Data

CLA Data Analysis

Online Data

21ˢᵗ CENTURY SKILLS THE EMPLOYERS NEED

Employer Priorities and Consensus on College Learning Outcomes

Knowledge of Human Cultures and the Physical and Natural World

- Broad knowledge in the liberal arts and sciences — 80% ■
- Global issues and knowledge about societies and cultures outside the US — 78% ■
- Knowledge about science and technology — 56% ◆

Intellectual and Practical Skills

- Critical thinking and analytic reasoning — 82% ◆
- Complex problem solving — 81% ◆
- Written and oral communication — 80% ◆
- Information literacy — 72% ◆
- Innovation and creativity — 71% ◆
- Teamwork skills in diverse groups — 67% ◆
- Quantitative reasoning — 55% ◆

Personal and Social Responsibility

- Problem solving in diverse settings — 91% ■
- Ethical issues/public debates important in their field — 87% ■
- Civic knowledge, skills, and judgment essential for contributing to the community and to our democratic society — 82% ■
- Ethical decision making — 64% ◆

Integrative and Applied Learning

- Direct experiences with community problem solving — 86% ■
- Applied knowledge in real-world settings — 78% ◆

NOTES:
■ indicates percentage of employers who "strongly agree" or "somewhat agree" that, "regardless of a student's chosen field of study," every student should attain this area of knowledge or skill.
◆ indicates percentage of employers who say they want colleges/universities to "place more emphasis" on this area of knowledge/skill.

Source: It Takes More Than a Major: Employer Priorities for College Learning and Success. AAC&U, 2013.

University of Houston-Downtown
FACTS

Among Houston's public, four-year universities

LOWEST CO$T

3rd highest in the state

First-year earnings of UHD grads

14,251
Enrollment

46% Hispanic

23% African American

16% White

10% Asian

3% All Others

2% International

75+
Student Organizations

47,000+
Alumni

UHD
University of Houston
DOWNTOWN

One Main Street, Houston
Texas, 77002
www.uhd.edu