UNIVERSITY OF MARY HARDIN-BAYLOR
STRATEGIC FRAMEWORK

Our Mission
The University of Mary Hardin-Baylor prepares students for leadership, service, and faith-informed discernment in a global society. Academic excellence, personal attention, broad-based scholarship and a commitment to a Baptist vision for education distinguish our Christ-centered learning community.

Our Vision
UMHB will be the university of choice for Christian higher education in the Southwest.

Our Commitment to Student Success
The focus of our strategic plan is student success. All themes and imperatives center around supporting and enhancing student success while remaining financially healthy, distinctively Christian and delivering quality academic programs.
THEME 1: CULTURE OF EXPERIMENTATION

We recognize that in order to enable innovation it is important to cultivate a culture of experimentation.

IMPERATIVE 1: We will create opportunities to foster student engagement in innovative endeavors.

INITIATIVES:
1. Create and implement discipline specific plans to engage students in collaborative projects early in their college career.
2. Research, propose and implement a plan for creation of space that facilitates experimentation and innovation.

IMPERATIVE 2: We will create opportunities to encourage faculty and staff innovation.

INITIATIVES:
1. Provide opportunities to showcase innovative teaching practices.
2. Explore and evaluate potential uses of XR across UMHB.
THEME 2: DESIRED STUDENT OUTCOMES

We exist to serve our students and are committed to maintaining a student-focused culture that supports our students throughout their academic career.

IMPERATIVE 3: We will provide opportunities to ensure students receive a broad-based education.

INITIATIVES:

1. Provide a variety of accessible opportunities for students to engage in global experiences.
2. Create and implement a plan to ensure 100% student participation in a minimum number of High Impact Practices.

IMPERATIVE 4: We will equip students with the tools they need to be successful.

INITIATIVES:

1. Create and improve internship opportunities.
2. Implement changes to improve the First Year Experience.
3. Create and implement a plan for supporting students in their transition to subsequent years.
4. Launch a comprehensive multi-year project to increase retention rates.
THEME 3: NEW ACADEMIC PATHWAYS

Our primary responsibility is to support students in their quest for knowledge both in and out of the classroom. We are committed to providing high quality education that prepares students to be successful in today's dynamic environment.

IMPERATIVE 5: We will provide our students with a variety of academic pathways designed to provide accessible education that affords our students a broad range of career options.

INITIATIVES:

1. Explore alternative types of offerings.
   a. Establish appropriate university and administrative mechanism for proposing, approving, administering, and monitoring undergraduate and non-degree related certificates.

2. Create alternative pathways to degree completion.
   a. Develop clear alternate pathways to completion for students whose original educational plans do not work out as intended.

3. Develop clear pathways for transfer students.
   a. Strengthen relationships with community colleges.
   b. Establish new and/or update existing articulation agreements with area community colleges.
THEME 3: NEW ACADEMIC PATHWAYS CONT.

IMPERATIVE 6: We will provide our students with a broad range of exceptional academic programs designed to prepare them for success in the current market.

INITIATIVES:

1. Create a new program proposal and review process.
   a. Establish criteria for new programs based on market and student demand.
   b. Recommend 4 – 6 new programs using defined criteria.
2. Create a comprehensive program review process.
   a. Conduct a program economic analysis to determine actual course and program costs.
   b. Establish program review criteria, process and schedule.

IMPERATIVE 7: We will provide our students with accessible and innovative options for a high-quality education.

INITIATIVES:

1. Identify opportunities for online program expansion.
   a. Identify new online program development opportunities.
   b. Conduct a business process analysis of our current online course development and administrative processes.
   c. Implement business process improvement measures to increase efficiencies and support scalability.
2. Explore potential partnerships for developing new programs.
THEME 4: TARGETED RESOURCES

We are committed to providing the resources needed to support the achievement of our goals.

IMPERATIVE 8: We will plan, manage and assign resources to support initiatives that will achieve our strategic goals.

INITIATIVES:

1. Develop a plan for instructional space expansion to support current and planned academic programs.
   a. Conduct a space utilization study.
   b. Develop a prioritized project listing of instructional space expansion/improvement projects for Master Plan consideration.
2. Develop and implement a comprehensive data governance plan to support technology integration and streamlining.
   a. Identify and establish data owners, rules and processes.
   b. Establish a data warehouse and mechanism for users to easily access data to support data driven decision-making.
3. Focused resources on increasing persistence rates for lower middle student quadrant.
   a. Determine GPA bands with the lowest persistence rates.
   b. Develop and implement a plan to increase persistence rates of students within the targeted bands.