



2022-27 STRATEGIC PLAN

A New Paradigm...

OVERVIEW

Goals

**Power BI
Dashboard**

Strategies
What we do

Objectives
How we measure

Goal Leaders

Strategy Leaders

Deans

Committees

GOAL A: ENHANCING STUDENT SUCCESS

Enhance the student experience to increase retention and graduation rates and enable students to learn and grow in all aspects.

VPs: Bordelon (AA), Joyner (3SL) **Strategy Leaders:** Mike Connelly, Richard Simonds, Charlie Finch

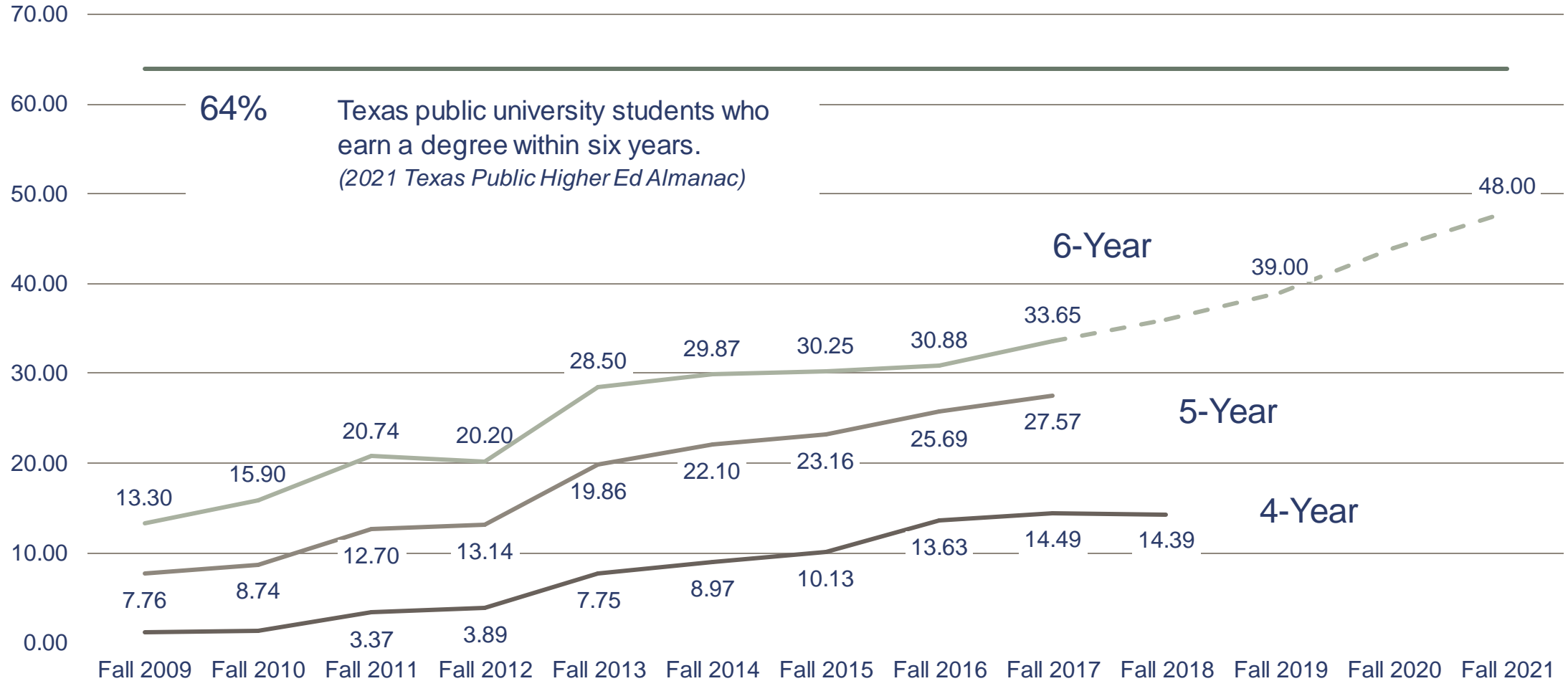
Consulting Dean: Jon Schwartz, College of Public Service

Related Committees: Student Success Initiatives Committee, NISS Working Groups



Strategy	Deliverables	Next Steps
SA1. Evaluate and improve current advising model and offer intentional student support including robust and intrusive advising, academic support, and faculty & staff peer mentorship.	<ul style="list-style-type: none"> Restructured Advising (Spring 2023) Revised freshman summer orientation model (summer 2023) Revived Summer Bridge (summer 2023) 	<ul style="list-style-type: none"> Comprehensive, robust early alert system (fall 2023)
SA2. Enhance and increase institutional financial support and literacy for all students to help them complete their degrees in a timely manner.	<ul style="list-style-type: none"> Super Seniors (Aug 2023) On the Cusp (Aug 2023) Through in Two (fall 2023) EduNav Summit software (fall 2023) 	<ul style="list-style-type: none"> January detail sessions
SA3. Engage students and families in curricular and non-curricular activities to enhance students' involvement in their education.	<ul style="list-style-type: none"> Bolstering staff support and infrastructure in the Tutoring Center 	<ul style="list-style-type: none"> Leverage ECMC Grant
SA4. Inspire students to discover meaningful connections, explore their interests, and participate in experiences while pursuing their degrees in a timely manner.	<ul style="list-style-type: none"> Gathering baseline data from current systems 	
SA5. Cultivate an environment of well-being that empowers our campus community to establish and sustain healthy practices.	<ul style="list-style-type: none"> JED partnership 	

UHD FTIC COHORT GRADUATION RATES



EFFECTS OF TUTORING

Using data from Fall terms from 2017 through 2020

17,508 students total

4,014 participated in tutoring

13,494 did not

Matched to the same courses within the same term

Largest difference is for English (GPA diff +.76, ABC% Diff +22%)

Grand Summary for 4 Years' Data, N = 17,508

	Tutoring	3+Tutoring	Non-Tutoring
Grade	2.315	2.282	1.969
ABC%	77%	78%	64%

Data source: UHD DAIR (Yegiyani)

GOAL B: STRATEGIC PARTNERSHIPS

Cultivate a portfolio of institutional partnerships

VP: Bordelon (AA), Joyner (3SL) **Strategy Leaders:** Poonam Gulati, Charlie Finch

Consulting Dean: Jonathan Davis, Marilyn Davies College of Business

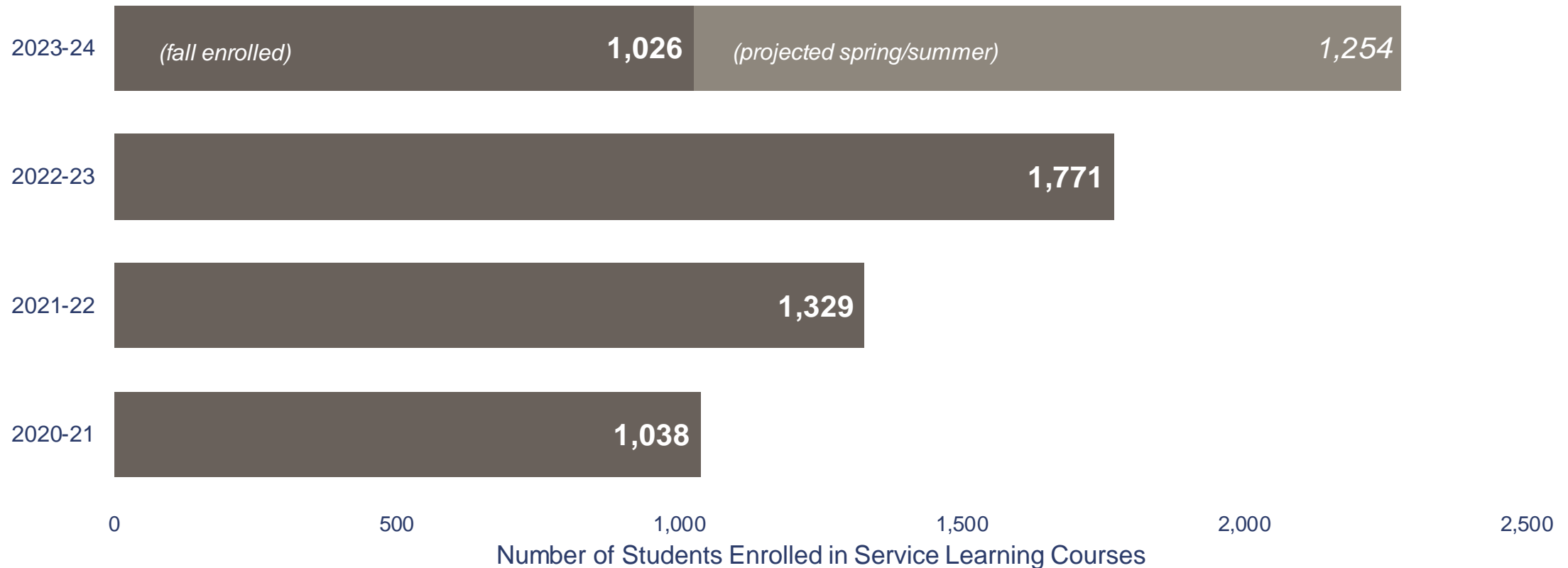
Related Committees: Academic Policy Committee, Impact Learning Office Committees

Strategy	Deliverables	Next Steps
SB1. Establish a central database for experiential learning and student, faculty, staff, and community partners to foster collaborations, inside and outside the university.	<ul style="list-style-type: none">• Framework in the Symplicity system established to support the work• CareerAscent from EAB (UHD is one of 30 school invited)	<ul style="list-style-type: none">• Increase the frequency of use among students, faculty, and outside partners.• Idea of using “badges” to indicate internships and experiential learning
SB2. Develop cross-sector partnerships to address workforce needs by aligning academic programs to increase value to partners and maintain high quality reciprocal relationships.	<ul style="list-style-type: none">• List of candidate partnerships• Develop strategic partnerships - Google, Amazon, Med Center, etc.• Connect program coordinators with external partners	<ul style="list-style-type: none">• Gaining additional partners outside UHD.
SB3. Implement institutional messaging, training and practices that promote collaboration and sharing of partnership resources.	<ul style="list-style-type: none">• Framework of internal outreach• Implementation• Co-curricular Community Engagement	<ul style="list-style-type: none">• Renewal of UHD's Carnegie Classification for Community Engagement

EFFECT OF HIGH IMPACT PRACTICES ON GRADUATION RATES

FTIC 2016 Cohort	0 HIPs	1 HIP	2 HIPs	3 HIPs	4+ HIPs
Graduates (within 6 years)	30	45	21	11	29
TOTAL in Cohort	299	140	39	14	29
% of Cohort Graduates	10%	32%	54%	79%	100%

NUMBER OF STUDENTS ENROLLED IN SERVICE LEARNING COURSES



GOAL C: DYNAMIC LEARNING ENVIRONMENT

Cultivate a dynamic learning environment where we nurture students to their fullest potential that they may better impact their world.

VP: Bordelon (AA) **Strategy Leader:** Michelle Moosally, AVP Academic Programs and Curriculum

Consulting Dean: Wendy Burns-Ardolino, College of Humanities and Social Sciences

Related Committees: Academic Master Plan Steering Committee, LMS Transition Committee, UCC, APC

Strategy	Deliverables	Next Steps
SC1. Identify gaps and develop programs that are relevant to students' and societal needs.		<ul style="list-style-type: none">Review degree maps
SC2. Identify models and modes for program delivery that meet our student demands.	<ul style="list-style-type: none">Migration from Blackboard Learning Management System to Canvas (finalize in spring 2024)	<ul style="list-style-type: none">Initiating a review of program modalities and rotations (fall 2023)
SC4. Create an academic master plan with policies, procedures, and processes that promote timely development of new programs and review of existing programs.	<ul style="list-style-type: none">Academic Master Plan Steering Committee drafted a plan with recommendations for a comprehensive long-range academic master plan. (MEd Leadership, MSW)	<ul style="list-style-type: none">Launch Program Review process in spring 2024

ACADEMIC PROGRAM IDEAS



GOAL D.A: ENGAGED FACULTY & STAFF

Be the employer of choice that values and supports a diverse and inclusive faculty and staff.

VP (for staff): Erica Morales, HR

Strategy Leader (for staff): Chetiqua Matthews-Herron

Related Committees: Staff Council

Strategy	Deliverables	Next Steps
SD1.A Establish funding mandates in the budget planning process that produce competitive salaries for staff		
SD4.A Develop and implement a plan to reduce employee turnover, increase retention, and foster employee engagement	<ul style="list-style-type: none">• 3 consecutive years of salary increases• 80% of employees have salaries at 90% of market or better	<ul style="list-style-type: none">• Conduct a review of salary structures
	<ul style="list-style-type: none">• 50% of employees eligible for Alternative Work Arrangements participate	<ul style="list-style-type: none">• Staff Ombudsperson being developed

GOAL D.B: ENGAGED FACULTY & STAFF

Be the employer of choice that values and supports a diverse and inclusive faculty and staff.

VP: Bordelon (AA) **Strategy Leader** (for faculty): Judith Quander, AVP Faculty Affairs

Consulting Dean: Akif Uzman, College of Sciences and Technology

Related Committees: Faculty Senate, Faculty Affairs Committee

Strategy	Deliverables	Next Steps
SD1.B Establish funding mandates in the budget planning process that produce competitive salaries for faculty		
SD3.B Implement faculty strategy related to workload policies	<ul style="list-style-type: none"> Fall 2023 workgroup established to review workload policy (ready for comment in Jan) Fall 2023 Annual Evaluation workgroup 	<ul style="list-style-type: none"> Audit of service loads and committee work
SD4.B Develop and implement a plan to reduce faculty turnover, increase retention, and foster faculty engagement	<ul style="list-style-type: none"> Associate Professors Workshop Fulbright group Developed automated systems for FDA and ORCA grant applications 	<ul style="list-style-type: none"> Promote Faculty Development Awards and ORCA grants using new automated system Conduct exit interviews for faculty who leave
SD5.B Broaden opportunities for faculty professional development. Increase faculty compensation (market range).	<ul style="list-style-type: none"> Tenure Academy established 	<ul style="list-style-type: none"> Faculty development supporting the Associate to Full Professor progression

GOAL E: SUSTAINABLE OPERATIONS

Maximize our Operational Portfolio.

VP: Thomas (A&F) **Strategy Leaders:** Hossein Shahrokhi, Jay Zambrano

Related Committees: Planning & Budget Development Committee (PBDC), Master Planning Committee, Space Committee

Strategy	Deliverables	Next Steps
SE1. Develop and implement a plan to increase revenue, especially from diversified sources.	<ul style="list-style-type: none"> Establish steering team of Administration & Finance, Advancement, IT, Enrollment Management, and Academic Affairs 	<ul style="list-style-type: none"> Establish base line of number of revenue streams and measure the percentage of revenues coming from tuition and fees Identify additional potential revenue streams
SE2. Develop a campus master plan and create long-term implementation schedule.	<ul style="list-style-type: none"> Architecture firm selected to assist with developing the Campus Master Plan Steering Committee named UHS Board of Regents approved UHD Campus Master Plan. 	<ul style="list-style-type: none"> Create a long-range implementation of the Campus Master Plan.
SE5. Enhance the culture of philanthropy across UHD with the development of a comprehensive fundraising plan.	<ul style="list-style-type: none"> Create a culture of philanthropy committee (CPC) to help administrative, academic, and unit leaders understand the benefits of building a culture of philanthropy. 	<ul style="list-style-type: none"> Create marketing collateral that can explain the overall fundraising plan, goals and targets that are easily accessible and understandable (print and digital assets to share with their communities, whether in person or on social media).
SE7. Develop a budget model that fosters collaboration and transparency and aligns resources with University's strategy priorities.	<ul style="list-style-type: none"> Review of the current budget development process. Recommendations for a revised budget model that improves the resource allocation process. 	

GOAL F: VISIBILITY & RECOGNITION

Enhance the reputation and visibility of UHD.

VP: Zambrano (AUR) **Strategy Leader:** Debra McGaughey

Related Committees:

Strategy	Deliverables	Next Steps
SF1. Measure the impact of the marketing plan and include extensive stakeholder input and feedback to expand as needed based on findings.	<ul style="list-style-type: none"> New billboards focusing on academic programs 	
SF2. Revise UHD website so it is user-friendly and uniquely UHD and promote it on various social media platforms and marketing activities to increase online engagement and visibility.	<ul style="list-style-type: none"> Implemented Omni Modern Campus Content Management System fall 2023 Increasing Awards and Rankings UHD in Thanksgiving Day Parade 	<ul style="list-style-type: none"> Determine top pages visited by unique visitors and review and revise content on these pages with a focus on marketing messages Planning for new staff structure of web support after Laura Waits' departure.
	<ul style="list-style-type: none"> Preparations for UHD's 50th Anniversary Year Events 	

GOAL G: IMPACTFUL KNOWLEDGE CREATION

Promote knowledge creation and dissemination to and from faculty, staff, students, and the wider community.

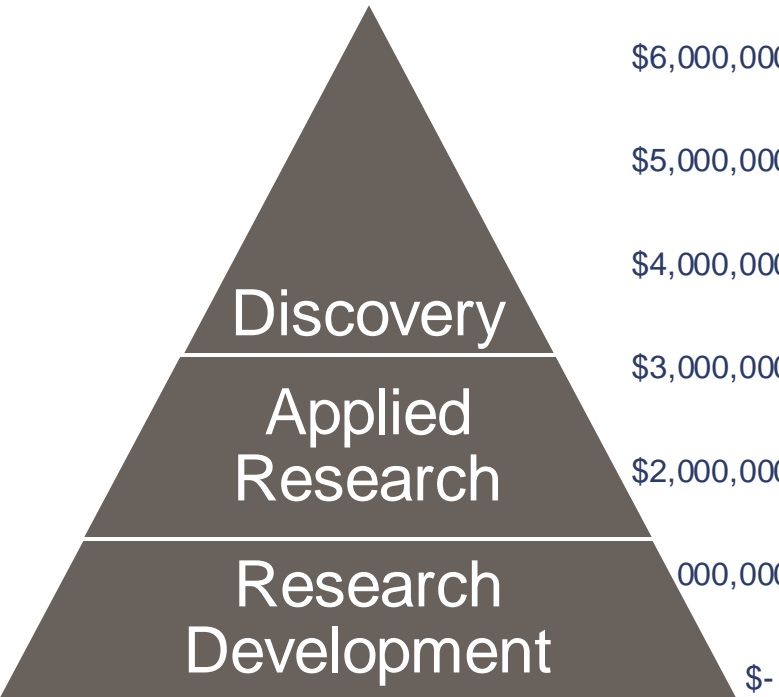
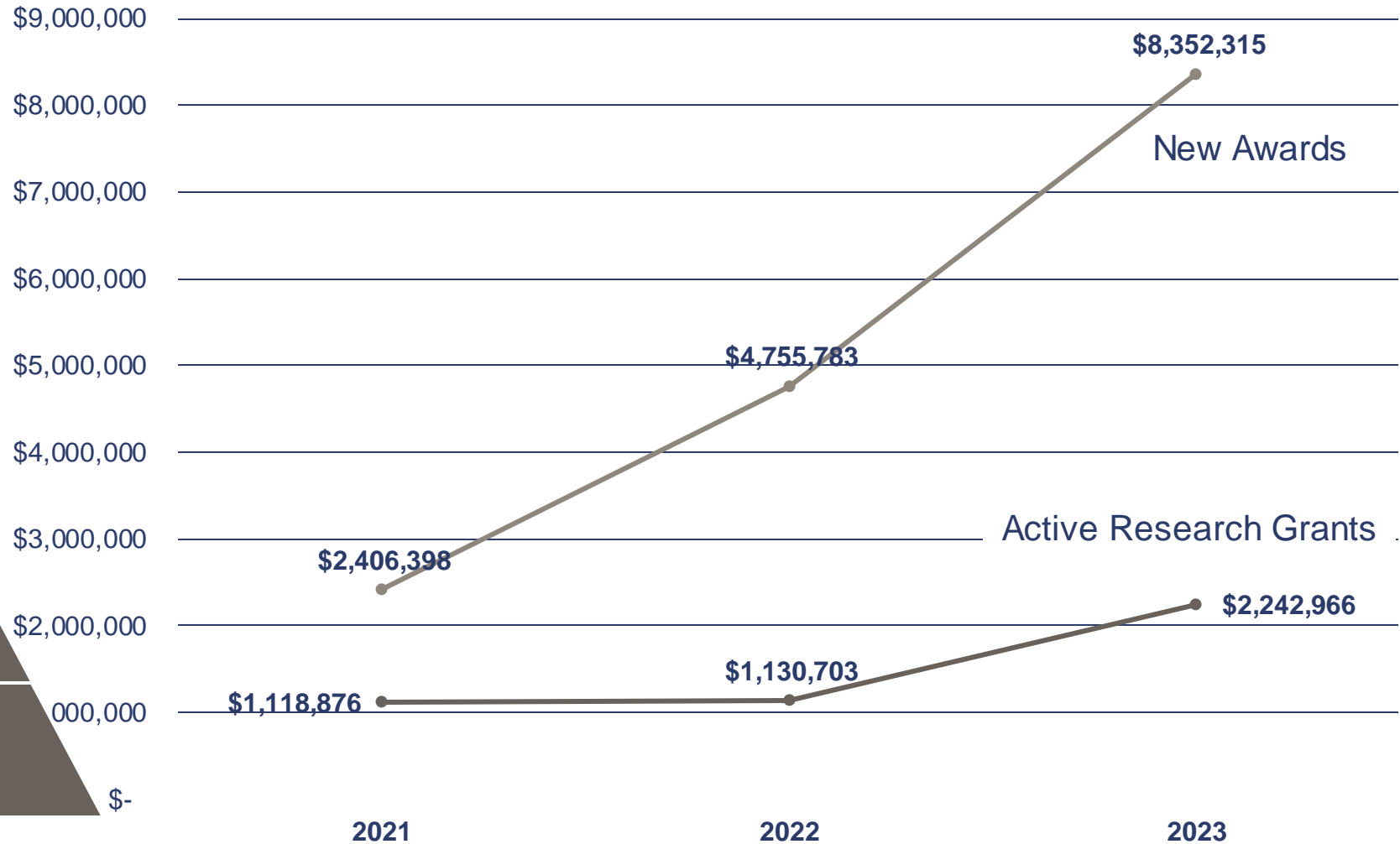
VP: Bordelon (AA) **Strategy Leader:** Judith Quander, AVP Faculty Affairs

Consulting Dean: Akif Uzman, College of Sciences and Technology

Related Committees: Faculty Senate, Faculty Affairs Committee

Strategy	Deliverables	Next Steps
SG1. Establish a central database for scholarly/creative activities.	<ul style="list-style-type: none">• Implementation of Watermark’s Faculty Success database as a university-wide tool in progress.• Promoting research through ORCA, Faculty Research Symposia	
SG2. Implement faculty and staff strategy related to workload policies.	<ul style="list-style-type: none">• Faculty workgroup appointed to discuss annual evaluations and faculty workload.• Identified Faculty Fellows	<ul style="list-style-type: none">• Group to present findings in spring 2024 to faculty senate, chairs, deans, AVP faculty affairs, and Provost
	<ul style="list-style-type: none">• New Pre/Post Award structure in the Office of Research and Sponsored Programs	<ul style="list-style-type: none">• Get the \$\$ for increases in research

RESEARCH FUNDING TRENDS (FY)



GOAL H: ENHANCING ENROLLMENT EXPERIENCE

Increase headcount and semester credit hours of new students.

VP: Villanueva (EM) **Strategy Leader:** Elizabeth Villegas, AVP Enrollment Management

Related Committees: Strategic Enrollment Planning Committee, Student Success Initiatives Comm., Gator Success Institute Committee

Strategy	Deliverables	Next Steps
SH1. Increase new student registration to maximize tuition revenue.	Highest percentage of FTICs registered full-time. Fall 2022-1363 (base year) Fall 2023-1458 (+7%)	Continue to increase applications and new student enrollment for 2024.
SH2. Develop and implement an admission matrix to identify academic and financial support opportunities for new undergraduate students.	Admissions Matrix Model: Determined, Dedicated, and Ready Gators. Coding of FTIC 2023 and FTIC 2022 using the ADM Matrix Model.	Validation of model using FTIC 2023 academic performance data. Utilize the model to implement intentional recruitment strategies.
SH3. Integrate new and custom technology solutions to better engage, service, and enroll students in the digital era.	Implementation of software application, Big Future Connections to engage prospective students.	Implementation of ZeeMee social media application. Implementation of Scholarship portal.
SH5. Expand partnership opportunities with external entities to enhance engagement, communication, and student transition.	MOUs (Harmony Public Schools, YES Prep system, Aldine ISD) development with K-12 districts and charter systems.	Leverage data sharing in MOUs for recruitment purposes. Expand the portfolio of K-12 partnerships.

NEW STUDENT ENROLLMENT HISTORICAL DATA-FTIC AND TRANSFER

