



# UMHB

**LIVE** *on* **PURPOSE**

THE UNIVERSITY OF MARY HARDIN-BAYLOR

# STRATEGIC FRAMEWORK PROGRESS

2020-2024

# 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 distinctively Christian, financially healthy, and delivering quality academic programs.



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# THEME 1: CULTURE OF EXPERIMENTATION

We recognize that in order to enable innovation it is important to cultivate a culture of experimentation. We believe a culture of experimentation and willingness to explore new opportunities is essential for continuing to pursue **academic excellence**.

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

## INITIATIVES:

- I. Create and implement discipline specific plans to engage students in collaborative projects early in their college career.

### **2022-23:**

- A. *A pilot project focusing on the College of Education was conducted.*
- B. *Based on results of the pilot, the team proposed recommendations for implementation of several plans to engage education majors throughout their college career.*

- II. Research, propose and implement a plan for creation of space that facilitates experimentation and innovation.

### **2022-23:**

- A. *A comprehensive analysis was conducted to explore potential opportunities for providing a professional easy to use studio for enabling students, faculty and staff to design and create video material.*
- B. *The team presented a proposal for purchase and implementation of One Button Studio.*

### **2023-24:**

- C. *Purchase and install One Button Studio, providing a professional, easy to use tool for enabling students, faculty and staff to design and create video material.*
- D. *Develop an implementation plan to include procedures for reserving studio time, providing training on tool and tracking studio usage.*



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

### INITIATIVES:

- I. Provide grants for innovation in the classroom.

**2020-22:**

A. *The Educational Technology Committee offered 8 grants for faculty members to change to Open Educational Resources (OERs) in the 2020-2021 academic year.*

- II. Automate degree planning and tracking.

**2020-22:**

A. *Student educational planners were built in Degree Works for all programs.*

- III. Explore financial aid models to identify a more effective approach.

**2020-22:**

A. *A new financial aid model was implemented for the Fall 2020 freshman class.*

B. *The new financial aid model was adjusted for the Fall 2021 freshman class based on data collected weekly through the awarding cycle.*

- IV. Provide opportunities to showcase innovative teaching practices.

**2022-23:**

A. *The CELT implemented the “Innovation Sandbox” series open to all faculty and staff. Two sessions were presented during the 2022-23 academic year. The “Innovation Sandbox” will be an ongoing series incorporated into CELT offerings.*

- V. Explore and evaluate potential uses of XR across UMHB.

**2022-23:**

A. *An analysis was conducted to explore and evaluate various opportunities for incorporating XR into course curriculum and student experience.*

B. *UMHB has engaged with an organization to explore creation of a proof of concept application within the area of performing arts.*

**2023-24:**

C. *Develop a proof of concept applying VR to a specific course example.*

D. *Continue with VR performing arts project.*

## THEME 2: DESIRED STUDENT OUTCOMES

UMHB exists to serve our students and are committed to maintaining a student-focused culture that supports our students throughout their academic career. This focus on student outcomes is essential to provide **personal attention** as we **prepare them for leadership, service,** and **faith-informed discernment.**

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

### INITIATIVES:

- I. Provide a variety of accessible opportunities for students to engage in global experiences.

#### 2022-23:

- A. *A pilot was conducted to determine the value and feasibility of providing students with a global tech experience via virtual courses integrating global topics and technology. Based on the results of the pilot, the decision was made to not move forward with full implementation.*
- B. *UMHB offered the first study abroad trip specifically focused on providing incoming freshmen the opportunity for an immersive cultural experience.*
- C. *UMHB has signed a letter of intent with Johanniter Academy of Germany for a 3-year international student exchange program.*

#### 2023-24:

- D. *Implement Johanniter Academy 1st year international student exchange program.*

- II. Create and implement a plan to ensure 100% student participation in a minimum number of High Impact Practices (HIPs).

#### 2022-23:

- A. *An audit was conducted of current HIPs across campus.*
- B. *A comprehensive list of best-practices for HIPs was compiled for UMHB's consideration.*
- C. *HIP pilots were conducted across Nursing, Social Work, EXSS and Business.*



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D. *The results of the pilots were presented at the August, 2023, faculty workshop.*

**2023-24:**

E. *Develop and recommend a prioritized list to identify structure, assessment, challenges and resources to reach 100% goal.*

F. *Complete campus-wide training on HIPs.*

G. *Identify and recommend a minimum number of HIPs to be implemented.*

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

### INITIATIVES:

I. *Voc re: The Meaningful Life Initiative.*

**2020-22:**

A. *A Voc re steering committee was established.*

B. *Voc re information sessions were hosted for faculty at the Fall Faculty Workshop.*

C. *Faculty and staff Voc re reading groups were hosted.*

D. *Videos were produced of faculty telling stories of calling and purpose*

E. *A Voc re Emphasis Week was created.*

II. *Create and improve internship opportunities.*

**2022-23:**

A. *UMHB partnered with a global organization to offer students virtual international internships. These are open to multiple majors.*

III. *Implement changes to improve the First Year Experience (FYE).*

**2022-23:**

A. *Development of new outcomes and alignment with current curriculum and co-curricular programming was conducted in Spring, 2023.*

B. *Faculty training on the new FYE curriculum was conducted in Spring, 2023.*

C. *FYE was selected as the Quality Enhancement Plan (QEP).*

**2023-24:**

D. *Develop a new first year seminar based on the “Live on Purpose” QEP (Quality Enhancement Plan).*

E. *Develop a complete FYE (First Year Experience) calendar of events and signature experiences.*

IV. *Create and implement a plan for supporting students in*



their transition to subsequent years.

**2022-23:**

- A. *An evaluation of registration current practice was conducted and a learning centered advising philosophy was drafted.*
- B. *Tailored messaging was created based on disaggregated data to identify sub-populations in the Spring, 2023 advising campaigns.*

- V. Launch a comprehensive multi-year project to increase retention rates.

**2020-22:**

- A. *Data was analyzed to identify students early in their UMHB experience.*
- B. *At-risk students were paired with faculty mentors to build relationships.*

**2022-23:**

- C. *In partnership with Credo consulting, UMHB launched a 5-year initiative consisting of projects focused on increasing retention rates.*
- D. *New students registered early and a Cru Ready Checklist was implemented to assist new students.*

**2023-24:**

- E. *Develop bridge programs for pre-engineering and pre-nursing.*
- F. *Create support plans/processes for unique populations.*
- G. *Develop a set of student self-service resources.*

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## 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. Our commitment to finding new pathways ensures we are **preparing students** for the realities of today's **global society**.

**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:**

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

**2022-23:**

    - i. *An administrative mechanism was identified for proposing, approving, administering and monitoring undergraduate and non-degree related certificates.*
    - ii. *Three certificates were proposed for consideration.*
- II. 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.*

**2022-23:**

    - i. *An analysis of graduates between 2018 and 2023 was conducted to identify students who withdraw before completing a degree.*
    - ii. *A list was created of high-attrition programs where alternate paths to success are routinely needed.*



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**2023-24:**

- iii. Identify one or more alternative programs for each high-attrition program and develop supporting materials.*
- iv. Explore opportunities to micro-credential students who are unable to complete at UMHB.*
- v. Explore and Identify opportunities to broaden students' connections to UMHB through multiple contact points.*

III. Develop clear pathways for incoming students.

- A. *Strengthen relationships with community colleges, churches and Christian High Schools.*

**2022-23:**

- i. Key personnel were identified and monthly visits implemented for 5 community colleges in the area.*
- ii. Marketing materials targeting transfer students and highlighting core complete were created and disseminated to area community colleges.*

**2023-24:**

- iii. Build stronger church relations through communication with Baptist General Convention of Texas youth ministers.*
- iv. Establish regular contact channels for identified community colleges and Christian High Schools.*
- B. *Establish new and/or update existing articulation agreements with area community colleges.*

**2022-23:**

- i. Working with a local community college, a project was launched to create transfer pathways for degrees identified as potential transfer opportunities.*

**2023-24:**

- ii. Find new program pipelines for potential articulation agreements.*

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**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:**

I. Revise General Education Core

**2020-22:**

- A. *The UMHB Core Curriculum was reviewed and revised resulting in implementation of a new UMHB Core Curriculum.*

II. Create a new program proposal and review process.

- A. *Establish criteria for new programs based on market and student demand.*

**2022-23:**

- i. *A comprehensive new program proposal template and process were developed and implemented.*

- B. *Recommend 4 – 6 new programs using defined criteria.*

**2022-23:**

- i. *Several new programs were proposed this year utilizing the new program proposal template.*

**2023-24:**

- ii. *Explore opportunities for new program offerings*
- iii. *Support all new program starts to ensure successful program launches.*

III. Create a comprehensive program review process.

- A. *Conduct a program economic analysis to determine actual course and program costs.*

**2022-23:**

- i. *Working with an accounting firm, UMHB implemented a program economic analysis tool utilizing the last 3 years of historical data. The data will be updated on an annual basis.*

**2023-24:**

- ii. *Load 2023 actuals.*
- iii. *Begin conducting analysis of financial data to identify areas for improvement.*

- B. *Establish program review criteria, process, and schedule.*

**2022-23:**

- i. *New program review metrics were established and a process for implementation was developed.*



**2023-24:**

- ii. *Implement the new program review process.*

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

**Initiatives:**

- I. Identify opportunities for online program expansion.

- A. *Identify new online program development opportunities.*

**2020-22:**

- i. *A review of potential opportunities and capacity was conducted.*
- ii. *Potential Online Program Management (OPM) partners were identified and interviewed.*
- iii. *A market research study was conducted by an outside consulting firm and the results reviewed*

**2022-23:**

- iv. *Several opportunities were identified for online program expansion with a plan to launch 6 in the upcoming academic year.*

**2023-24:**

- v. *Develop and launch 6 new online programs in the health care area.*

- B. *Conduct a business process analysis of the current online course development and administrative processes.*

**2022-23:**

- i. *An analysis of the current online course development and administrative processes was conducted.*
- ii. *Several processes were modified and streamlined to facilitate more efficient course development.*

- C. *Implement business process improvement measures to increase efficiencies and support scalability.*

**2022-23:**

- i. *An analysis of current student support operational processes was conducted resulting in several recommendations for improvement measures to be implemented in the upcoming academic year.*

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**2023-24:**

ii. *Implement process improvement measures in various student support operational areas to increase efficiencies and support scalability.*

II. Explore potential partnerships for developing new programs.

**2022-23:**

A. *UMHB partnered with a consortium of private universities to launch 3 new programs in the technology area.*

B. *UMHB partnered with a marketing and academic services organization to launch 6 accelerated online degrees in the health care area. These programs are scheduled to launch in the 2023-24 academic year.*

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## 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:

#### I. Evaluate use of Persistence Grants.

##### 2020-22:

- A. *Persistence grants to aid in retention were evaluated.*
- B. *Based on the evaluation, it was concluded that forgivable loans would likely be more effective in aiding retention.*
- C. *Funds were budgeted and an outside agency was partnered with to service loans.*

#### II. Review impact of block tuition on educational accessibility.

##### 2020-22:

- A. *An evaluation was conducted to determine the ramifications a change to block tuition would have on the current student population. Based on the results of the evaluation it was decided that the initiative would be re-evaluated when the majority of first-year students are enrolling in closer to 15 hours.*

#### III. Develop a plan for instructional space expansion to support current and planned academic programs.

- A. *Conduct a space utilization study.*

##### 2022-23:

- i. *A comprehensive instructional space utilization study was completed.*
- B. *Develop a prioritized project listing of instructional space expansion/improvement projects for Master Plan consideration.*

##### 2022-23:

- i. *A prioritized list of instructional space projects was proposed for consideration.*
- ii. *Construction began on the Marek-Smith Center for Teacher Preparation.*



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C. *Develop a campus master plan that includes the expansion of both instructional and non-instructional space to support current and future academic programs.*

**2023-24:**

- i. *Discuss the possibility of a new campus master plan with the President's Council and the Board of Trustees.*
- ii. *Determine appropriate steps in the potential process for a new campus master plan.*
- iii. *Utilize campus forums to evaluate and consider the list of identified projects for a new campus master plan.*

IV. *Develop and implement a comprehensive data governance plan to support technology integration and streamlining.*

A. *Identify and establish data owners, rules and processes.*

**2022-23:**

- i. *The process of documenting and standardizing methods was launched for input into establishment of data governance.*
- ii. *A data governance steering committee and data governance working groups were established and began work on the data governance project.*

B. *Establish a data warehouse and mechanism for users to easily access data to support data driven decision-making.*

**2022-23:**

- i. *A new version of the student information system (J1) was implemented. The new version has features that will better support a centralized data warehouse.*

**2023-24:**

- ii. *Complete full implementation of J1.*
- iii. *Implement the premium data cloud to support a centralized data repository.*
- iv. *Identify data and process owners.*

V. *Focus resources on increasing persistence rates for the lower middle student quadrant.*

A. *Determine GPA bands with the lowest persistence rates.*

**2022-23:**

- i. *Data was analyzed and GPA bands with the lowest persistence rates were identified.*



*B. Develop and implement a plan to increase persistence rates of students within the targeted bands.*

**2022-23:**

- i. A process was developed and implemented to increase persistence rates of students within the identified low persistence rate GPA bands. This new process has been incorporated into the CAE's (Center for Academic Excellence) regular work flow.*

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