UMHB

LIVE on PURPOSE

THE UNIVERSITY OF MARY HARDIN-BAYLOR

STRATEGIC FRAMEWORK

2022-2023

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.
   2022-2023:
   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.*
2. Research, propose and implement a plan for creation of space that facilitates experimentation and innovation.
   2022-2023:
   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.*

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

INITIATIVES:

1. Provide opportunities to showcase innovative teaching practices.

    2022-2023:

    a. *The CELT implemented the "Innovation Sandbox" series open to all faculty and staff. Two sessions were presented during the 2022-23 academic year.*

2. Explore and evaluate potential uses of XR across UMHB.

    2022-2023:

    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.*

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.
   2022-2023:
   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.*
   b. *UMHB has signed a letter of intent with Johanniter Academy of Germany for a 3-year international student exchange program.*
   c. *UMHB offered the first study abroad trip specifically focused on providing incoming freshmen the opportunity for an immersive cultural experience.*

2. Create and implement a plan to ensure 100% student participation in a minimum number of High Impact Practices (HIP).
   2022-2023:
   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.*
   d. *The results of the pilots were presented at the August, 2023, faculty workshop.*

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

INITIATIVES:

1. Create and improve internship opportunities.
   2022-2023:
   a. *UMHB partnered with a global organization to offer students virtual international internships. These are open to multiple majors.*

2. Implement changes to improve the First Year Experience (FYE).
   2022-2023:
   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).*

3. Create and implement a plan for supporting students in their transition to subsequent years.
   2022-2023:
   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 Spring, 2023 advising campaigns.*

4. Launch a comprehensive multi-year project to increase retention rates.
   2022-2023:
   a. *In partnership with Credo consulting, UMHB launched a 5-year initiative consisting of projects focused on increasing retention rates.*
   b. *New students registered early and a Cru Ready Checklist was implemented to assist new students.*

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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.

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.
      2022-2023:
      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.*
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.
      2022-2023:
      i. *An analysis of graduates between 2018 and 2023 was conducted to identify students who withdrew 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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3. Develop clear pathways for transfer students.
    a. Strengthen relationships with community colleges.
        2022-2023:
        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.*
    b. Establish new and/or update existing articulation agreements with area community colleges.
        2022-2023:
        i. *Working with a local community college, a project was launched to create transfer pathways for degrees identified as potential transfer opportunities.*

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.
        2022-2023:
        i. *A comprehensive new program proposal template and process were developed and implemented.*
    b. Recommend 4 – 6 new programs using defined criteria.
        2022-2023:
        i. *Several new programs were proposed this year utilizing the new program proposal template.*
2. Create a comprehensive program review process.
    a. Conduct a program economic analysis to determine actual course and program costs.
        2022-2023:
        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.*

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b. Establish program review criteria, process and schedule.

2022-2023:

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

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.

    2022-2023:

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

    b. Conduct a business process analysis of our current online course development and administrative processes.

    2022-2023:

    i. *An analysis of the current online course development and administrative process 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.

    2022-2023:

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

2. Explore potential partnerships for developing new programs.

    2022-2023:

    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:

1. Develop a plan for instructional space expansion to support current and planned academic programs.
   a. Conduct a space utilization study.
      2022-2023:
      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.
      2022-2023:
      i. *A prioritized list of instructional space projects was proposed for consideration.*
      ii. *Construction began on the Marek-Smith Center for Teacher Preparation.*
2. Develop and implement a comprehensive data governance plan to support technology integration and streamlining.
   a. Identify and establish data owners, rules and processes.
      2022-2023:
      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.*

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

2022-2023:

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.*

3. Focused resources on increasing persistence rates for lower middle student quadrant.

a. Determine GPA bands with the lowest persistence rates.

2022-2023:

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.

2022-2023:

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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