



UMHB

LIVE *on* **PURPOSE**

THE UNIVERSITY OF MARY HARDIN-BAYLOR

STRATEGIC FRAMEWORK

2026-2027

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.

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

INITIATIVES:

- I. Incorporate the use of AI tools in the classroom, to engage and teach students how these tools can be used productively, ethically and responsibly.
 - A. The Center for Digital Learning will continue evaluating AI tools for use by faculty and students to enhance and support student learning.
- II. Innovate Student Engagement through Technology: Use digital tools to increase student engagement through connection, personalization, and access to student life resources
 - A. Student Life will continue exploring opportunities for use of technology to enhance connection, personalization, and access to student life resources.
- III. Review university-wide AI platforms that provide students and faculty with access to emerging AI tools and experiential opportunities to develop AI literacy, enhance learning and teaching, support research, and prepare students for an AI-enabled workforce.

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

INITIATIVES:

- I. Complete a pilot project to explore the use of AI as a potential student learning support tool.
- II. Successfully implement a university wide academic AI policy.
- III. Provide opportunities to showcase innovative research and teaching practices.

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- IV. Explore the use of AI tools to enhance student support.
 - A. Integrate the Navigate system's AI capabilities into the student advising process.
- V. Develop and Implement an Artificial Intelligence Readiness Task Force.

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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 careers.

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

INITIATIVES:

- I. Expand Global Outreach and Service Opportunities
 - A. Global Outreach will continue to partner with the Athletic Division to collaborate on future Global Outreach trips.
- II. Provide opportunities for students to practice real-world skills.
 - A. In response to strong student growth in Finance, the McLane College of Business will construct a state-of-the-art Finance Trading Lab. Empty offices and the faculty breakroom will be re-purposed into a 27-seat computer lab with glass walls, a stock ticker, interactive displays, and a Bloomberg terminal.

IMPERATIVE 4: We will enhance the student experience from admission through graduation.

INITIATIVES:

- I. Implement a comprehensive multi-year plan to increase retention rates.
 - A. Initiate an online student clearance checklist.
 - B. Pilot new First Year Experience classes.
 - C. Evaluate the full First Year Experience that all students encounter with special attention to how these experiences impact students in new and different demographics.
 - D. Begin integrating new engagement tracking pieces within Academic Success to get a full engagement picture of students and plan early interventions as appropriate.



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- E. Update student billing and collection processes.
 - i. *Better communicate balance to all new students prior to move-in with follow-up prior to census day.*
 - ii. *Develop a shared administrative calendar for student actions within first eight weeks of semester.*
- F. Evaluate metrics for academic success that include major specific engagement events, tutoring usage, academic standing processes, and freshman level course expectations.
- G. Implement tracking of student participation in Student Life events.
- II. Foster Belonging-Oriented Communities: Ensure every student feels valued and connected to the campus community
 - A. Implement a program for Beall House, an intentional living community focused on the spiritual development of its residents.
 - B. Expand Whole Life Cru support and student engagement to include all sports (male and female) with the goal of having representatives from all 17 sports teams to help create a culture of belonging for our athletic community.
- III. Empower Student Leadership: Equip students to lead with integrity, creativity and impact across campus and beyond.
 - A. Develop and begin marketing the President Leadership Fellowship program in preparation for a Fall, 2027 launch.
 - B. Rebrand the Emerging Leaders Institute to be the Distinguished Student Leaders Guild, designed to provide regular programming opportunities to its members. An open invitation will be extended to all new students.
 - C. Expand Mentor Belton to include representation from all colleges.

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:

- I. Create and submit degree plans which offer additional academic pathways for our students.
 - A. In fall of 2026, launch embedded Associate Degrees that will be available to all students.
 - B. In fall of 2026, launch a three-year bachelor's degree in education.
 - C. Develop partnerships with Community Colleges to ease student pathways to UMHB.

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. Explore opportunities for new program offerings.
 - A. In fall of 2026, launch the following new programs:
 - i. *BBA in Business Analytics.*
 - ii. *BBA in HR Management.*
 - iii. *MBA Specializations in AI, Business Analytics, and Finance.*
 - B. In spring of 2027, launch an Anesthesiologist Assistant degree.



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

INITIATIVES:

- I. Expand access and affordability for students while strengthening freshman retention and transfer enrollment.
 - A. Launch the UMHB Promise Program, which will have the following qualifications for freshmen:
 - i. Have a family income of \$65,000 or less,*
 - ii. Qualify for the Federal Pell Grant,*
 - iii. Graduate in the top half of their high school class,*
 - iv. Reside on campus.*
 - B. Include transfer students who meet the following qualifications:
 - i. Have a family income of \$65,000 or less,*
 - ii. Qualify for the Federal Pell Grant,*
 - iii. Transfer into UMHB with at least a 2.0 cumulative grade point average,*
 - iv. Reside on campus.*
 - C. Assess the effectiveness of the UMHB Promise program at the conclusion of the 2027-28 academic year including its impact on enrollment, access, affordability, and student retention.
- II. Create innovative scholarship programs that are focused toward mission-fit prospective students who demonstrate a high likelihood of retaining:
 - A. Develop a scholarship for students from private high schools.
 - B. Develop a scholarship for students from homeschool communities.
 - C. Evaluate the effectiveness of these programs at the conclusion of the 2027-28 academic year and its impact on enrollment and student retention.
- III. Identify opportunities for online program expansion.
 - A. In fall of 2026, launch the following 100% online programs:
 - i. Bachelor of Applied Studies in Project Management*
 - ii. Add two new tracks to the Bachelor of Applied Studies In Organizational Leadership: 1) Business and 2) Education.*

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. Develop a recommendation that includes the expansion of both instructional and non-instructional space to support current and future university programming.
 - A. Begin construction of a new 56,032 square foot science lab facility with substantial completion targeted for Spring 2028.
- II. Program Review
 - A. Continue refining the annual program review process to ensure resources are efficiently and effectively allocated in a way that best serves the needs of our students. Determine which KPIs from the Program Economic Analysis data would provide the most value and integrate them into the process.



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