

**University of Houston-Downtown**  
**2021-2022 Strategic Planning Committee**  
**24 September 2021**

**I. Outcomes for Today (3 minutes)**

- a. Use beliefs exercise to identify key issues and potential strategies, and
- b. Use persona exercise to begin mission statement development.

**II. Announcements (2 minutes)**

- a. Please pick up your iPad, if you haven't done so already, from Ms. Carol Marsh, One Main Building, Suite S629 (*you must bring the completed ['Gift Form'](#) with you when you pick up the iPad*), and
- b. Please refer to the homework instructions in the "Personas" channel in Teams.

**III. Complete Your Board (15 minutes)**

**IV. Refresher (5 minutes)**

- a. Return to key issues list and table from September 10<sup>th</sup> Kick-Off meeting
- b. Keep these issues in mind as we discuss your beliefs and personas

A	B	C	D	E	F	G	H	I	J
Infra-structure	City and Community engagement and alignment	Stakeholder engagement (students, alumni, faculty, staff)	Student Accessibility support, and affordability	Finance and priorities	Innovation	Staff and faculty hiring, recruitment, development	Visio n	Student Success	Othe r

7• A-2-1-Infrastructure to support research scholarly and creative activities

2. B-2-More engagement with community partners and local governmental leaders
3. B-Aligning ourselves with the goals of Houston
4. B-Community engagement
5. B-Engage Businesses, Municipalities, and Organizations in University to Career Pathways for Community & University-wide Success
6. E-Engaging business units
7. B-Take the actions we need to take in the larger community to serve their needs
8. B-University seen by local community as a go-to place; low-cost programs
9. C/H-Ways of supporting students, faculty, staff recruitment, retention, and success
10. C-2-More student engagement in sponsored programs and research activities
11. C-Alumni and teacher input at all levels
12. I-Inclusion of transfer students
13. C-More family engagement
14. I-More student engagement; having voice of the students
15. D-Accessibility and affordability
16. D-Admittance assistance
17. D-Aligning budget and allocations with our university priorities
18. E-Facilitating and sharpening our intention and prioritizing investments/communication
19. E-Funding appropriated to the priorities
20. E-Funding mechanism that supports all 4 institution compass points
21. E-Funding mechanisms ensure success for plan
22. E-Low-cost programs that meet industry needs.
23. F-Concrete way to talk about continuing to be innovative and not be afraid to make changes
24. F-Innovative education strategies that expand critical thinking and readiness for 21<sup>st</sup> century marketing
25. G-Creating a culture of excellence and growth for our staff, academic and professional development
26. H-Crystalize around a vision 10- 20- 50-years down the road
27. H-Education justice
28. H-Equity
29. H-Seeing through our school of excellence focused on equity mindedness
30. H-Sharpen UHD's intention of identity, purpose, mission and communicate why UHD matters
31. H-Vision for UHD; thinking bigger about our space as a community leader
32. I-Increasing support for students achieving their graduation goals
33. I-Keep the theme of empathy deeply ingrained our work
34. I-Opportunity for part-time students (eg, scholarships)
35. I-Student success
36. I-Student success, graduation, and career success
37. I-Student success
38. I/J-Admissions assistance (e.g., operational, customer service)
39. J-Sustainability and climate resilience

**V. Beliefs Diagrams: Determining Who We Are Now (25 minutes)**

- a. Share your Beliefs Diagrams with your group
- b. What one or two important beliefs (on the sticky notes) from any of the diagrams capture how you think about UHD?

- c. Either type in those beliefs or move the sticky notes from the diagrams to the pertinent column on the table.

Public	Urban	MSI/HSI	University

**VI. Potential themes for the mission statement (20 minutes)**

- a. Identify recurring themes (ideas that are repeated even with variations) on the table
- b. What one or two things from each column do you want to see reflected in the mission statement?

**VII. Break (10 minutes)**

**VIII. What we would like to be (25 minutes)**

- a. On sticky notes, for each question below write one or two responses concerning UHD's future success
  1. What will be some of UHD's specific accomplishments?
  2. What kind of education will it provide?
  3. How will it partner with the city?
  4. What will UHD's facilities look like?
  5. What will be its financial status?
  6. What will its staff and faculty look like?
  7. What will people know the university for?
- b. What barriers are keeping us from being these things?
- c. What strategies can we adopt to overcome these barriers?

**IX. Leadership Strategies' definition of a mission statement (5 minutes)**

- a. What do we do?
- b. For whom do we do it?
- c. How do they benefit from what we do?

**X. Sample Mission Statements (10 minutes)**

- a. <https://www.cuny.cuny.edu/about/mission>
- b. <https://uh.edu/about/mission/>

**XI. Personas and Mission (20 minutes)**

- a. If, as we have seen, a mission statement is supposed to answer three questions, how would your persona want these questions answered?
- b. Answer the three questions for your persona with UHD in mind.

**XII. Current Mission Statement**

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and selected master's degree programs and providing strong academic and career preparation as well as life-long learning opportunities. Located in the heart of the city, the University reflects the diversity of the Greater Houston Area, and through its academic programs engages with the community to address the needs and advance the development of the region. UHD is an inclusive community dedicated to integrating teaching, service and scholarly research to develop students' talents and prepare them for success in a dynamic global society.

**XIII. What are the strengths and weaknesses of the current statement? (15 minutes)**

**XIV. Begin to develop your mission language (15 minutes)**

**XV. Homework for October 8<sup>th</sup> (5 minutes)**