

# **University of Houston System**

## **Strategic and Campus Master Planning Process**

### **Overview of the Strategic Planning Process**

In 2008, under the leadership of Chancellor Renu Khator and the Board of Regents, the University of Houston System began a strategic planning process that to date has produced new mission statements and goals for the UH System and its component universities, a set of principles that guide the relationships among the universities, and a new accountability system that includes progress cards tracking institutional performance against goals. Building on these fundamental elements, the UH System next began an academic master planning process, through which the universities have begun to identify and implement signature programs, in line with their missions, that will distinguish them on a state and national basis (e.g., building a destination university at UH-Victoria through downward expansion). As part of this academic planning process, four collaborative system-wide initiatives have also been identified. These include programs in the health sciences and international education, inter-institutional pathways that facilitate student admission and transfer, and inter-institutional pathways that facilitate faculty research partnerships. The third component of this strategic planning process is a campus master planning process, whereby the universities are currently identifying facilities needs in light of enrollment and research projections that have been established in line with their missions and academic master plans. The timeframe for the campus master plans is 10 years, with the universities developing their projections out to 2020.

### **Guiding Principles of the Strategic Planning Process**

The development of strategic, academic and campus master plans typically leads to the identification of significant program and infrastructure needs if institutional mission is to be fulfilled and goals are to be met. Unfortunately, the UH System is developing plans at a time of almost unprecedented economic challenges. State resources for higher education are extraordinarily scarce (Texas faces an \$18 billion budget shortfall for FY12 and FY13), and there is a limit to how much we can increase student tuition and fees. Student demand for higher education – and the need for a highly educated workforce – are higher than ever; yet, given the state of the economy, the ability of students and their families to pay for a college education is at a low point. Given these circumstances, the UH System has placed a priority in this planning process on collaboration, reallocation, cost savings, and the use of existing resources whenever possible. New resources – either from the state or students – should not be counted on as the primary funding source for moving our institutions forward.

### **Campus Master Planning Process**

The UH System universities began the campus master planning process earlier this year. The elements to be included in these plans have been defined by the UH System Administration and are the same for each of the universities and off-campus teaching centers (Sugar Land, Cinco Ranch, Pearland, and Northwest Houston). The key activities of this planning process and anticipated times of completion are identified in the following table:

<b>Planning Activities</b>	<b>Times of Completion</b>
1. Establishment of enrollment and research projections for 2020	June 2010 (approved at Board of Regents retreat)
2. Identification of resources needed to support projected growth in enrollment and research, including potential revenue sources and their investment	Fall 2010
3. Determination of the facilities needed to accommodate projected growth in enrollment and research	Winter 2010-2011
4. Finalization and approval of campus master plans	Spring 2011

In implementing these planning activities, the UH System Administration is working collaboratively with the universities to establish enrollment and research projections, determine resource requirements and potential revenue streams, and identify the facilities needed to support institutional programs. This collaborative approach is necessary to produce complementary, integrated plans for the University of Houston System and to secure approval from the Board of Regents. To date, the only component of this process that has been completed is the establishment of enrollment and research projections, which were reviewed and approved by the Board of Regents at its retreat in June.