

UHCL Balanced Scorecard Program
Results from Initiative Prioritization Exercise

Synthesis and Action Planning Meeting
January 17, 2020
Forest Room



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Executive Summary

- The Strategic Management Team met January 17, 2020 to prioritize all listed and developed strategic initiatives (N=42).
- Each strategic initiative was voted on by total number of votes, by importance, by time, and by cost.
- Using a weighted formula (importance = 3, time = 2, cost =1), the top 20 rated strategic initiatives are shown below.

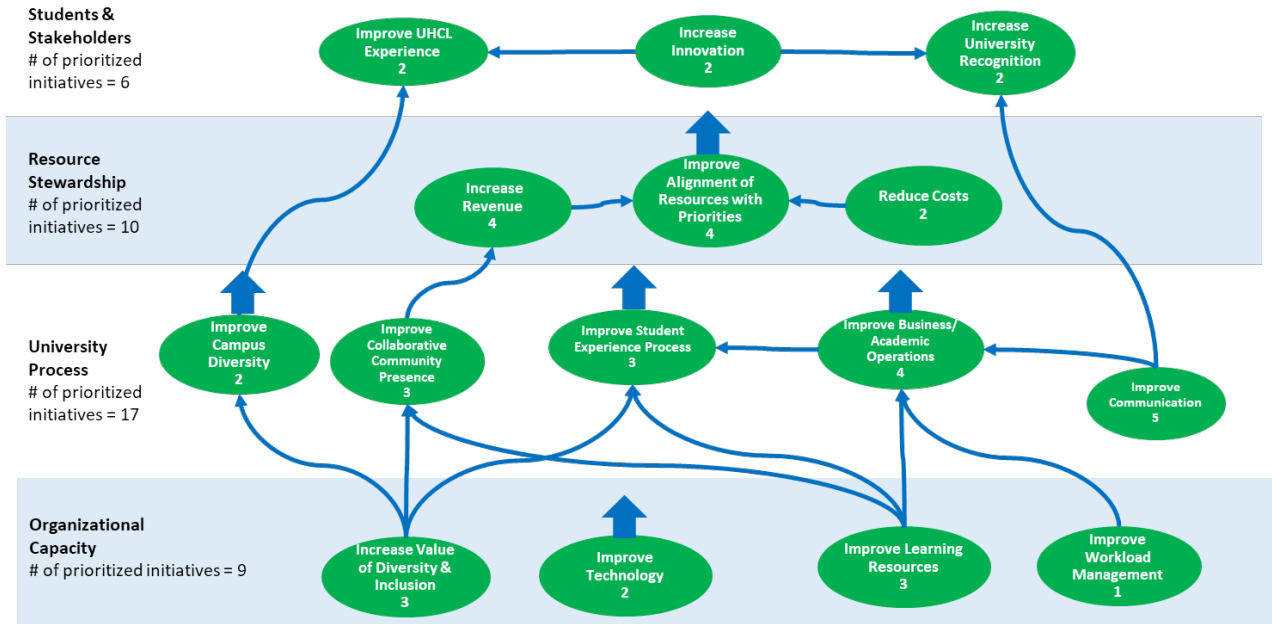
Rank	Strategic Objective	Strategic Perspective	Strategic Initiative
1	Improve Student Experience Process	University Process	Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).
2	Improve Workload Management	Organizational Capacity	Training for supervisors and department chairs for assessing performance metrics for employees/faculty.
3	Increase University Recognition	Students and Stakeholders	Incorporate/reinforce brand identity through university announcements/updates/trainings
4	Improve UHCL Experience	Students and Stakeholders	Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.
5	Improve Business/Academic Operations	University Process	The creation of a common data warehouse
6	Improve Technology	Organizational Capacity	Create a transformative website (internally and externally).
7	Improve Campus Diversity	University Process	Implement programming for students, faculty and staff that integrates diversity
8	Improve Learning Resources	Organizational Capacity	Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.
9	Increase Revenue	Resource Stewardship	Increase Enrollment of new students
10	Improve Alignment of Resources with Priorities	Resource Stewardship	Define priorities/initiatives



Rank	Strategic Objective	Strategic Perspective	Strategic Initiative
11	Improve Campus Diversity	University Process	Incorporate campus wide diversity training with intentional results
12	Improve Innovation	Students and Stakeholders	Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.
13	Improve Student Experience Process	University Process	Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).
14	Improve Communication	University Process	Develop university-wide messaging procedures (strategic)
15	Improve Alignment of Resources with Priorities	Resource Stewardship	Define resources
16	Improve Technology	Organizational Capacity	Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)
17	Reduce Costs	Resource Stewardship	Develop process improvement training integrated into budget submissions to support stretch goals
18	Improve Value of Diversity and Inclusion	Organizational Capacity	Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test
19	Improve Innovation	Students and Stakeholders	Course, curriculum, program, faculty and staff badging.
20	Improve Communication	University Process	Create communication calendar



- The total distribution of prioritized initiatives by perspective is graphically illustrated on the strategy map shown below.



Initiative Prioritization Procedure

Overview

- A four-hour meeting was held January 17th
- Agenda is shown
- A quorum was reached, with De’Awn Bunch, Ed Waller, Heather Kaneberg, and Miguel Gonzalez absent

Agenda

12:00-1:00 pm	Lunch
1:00-1:05 pm	Part 1
	<ul style="list-style-type: none"> • Welcome and Overview • Objectives and Process • Our Progress
1:10-2:30 pm	Part 2
	<ul style="list-style-type: none"> • Lightning Round-Robin • Revised Description, Intended Results, and Strategic Initiatives for Strategic Objectives 1-15
2:30-2:40 pm	Break
2:40-3:50 pm	Part 3 - Prioritization of Strategic Initiatives
	<ul style="list-style-type: none"> • Overall • Perspectives
3:50-4:00 pm	Review of Priorities
4:00-5:00 pm	Part 4 – Implementation Issues
	<ul style="list-style-type: none"> • Rollout Schedule • Concerns, Issues, and Implementation Strategies
5:00 pm	Conclusion

Process of Voting

- Strategic initiatives (by Strategic Objective) were placed on flipchart pages
- Participants were asked to use sticky dots to express their votes
- Each person received 5 dots per round of voting
- Participants were instructed to only use 1 per initiative – not using multiple dots on a single initiative



Voting Criteria

Criteria for Round 1 - Most Important - "Blue Dots"

- Will have high impact
- Will help other initiatives and strategies

Criteria for Round 2 - Time Required - "Yellow Dots"

- Will require less than 18 months to complete

Criteria for Round 3 - Cost - "Green Dots"

- Low cost, little new funding needed
- Relies primarily upon employee effort and existing resources



Voting Results by Strategic Objective

Strategic Objective 1: Improve Value of Diversity and Inclusion		
Strategic Initiatives	Voting Results	Total Votes
1 Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test	Blue = 0 Yellow = 4 Green = 2	6
2 Task force with representation from all stakeholders from across the university: Move forward with knowledge gained in workshops; these learners devise strategies to disseminate	Blue = 0 Yellow = 0 Green = 7	7
3 Ongoing commitment to valuing Diversity and Inclusion: baseline assessment with reevaluation 6 or 9 months to ensure that diversity work is ongoing.	Blue = 2 Yellow = 1 Green = 0	3



Strategic Objective 2: Improve Technology		
Strategic Initiatives	Voting Results	Total Votes
1 Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)	Blue = 2 Yellow = 1 Green = 3	6
2 Create a transformative website (internally and externally).	Blue = 5 Yellow = 7 Green = 0	12



Strategic Objective 3: Improve Learning Resources		
Strategic Initiatives	Voting Results	Total Votes
1 Increase number of donations for student scholarships from alumni and others through the Office of University Advancement.	Blue = 1 Yellow = 1 Green = 3	5
2 Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.	Blue = 5 Yellow = 4 Green = 1	10
3 Partnership between Center for Faculty Development & Human Resources (Human Capital Advancement Manager), Office of Institutional Effectiveness	Blue = 0 Yellow = 0 Green = 1	1



Strategic Objective 4: Improve Workload Management		
Strategic Initiatives	Voting Results	Total Votes
1 Training for supervisors and department chairs for assessing performance metrics for employees/faculty.	Blue = 6 Yellow = 5 Green = 7	18



Strategic Objective 5: Improve Campus Diversity		
Strategic Initiatives	Voting Results	Total Votes
1 Implement programming for students, faculty and staff that integrates diversity	Blue = 4 Yellow = 4 Green = 5	13
2 Incorporate campus wide diversity training with intentional results	Blue = 0 Yellow = 6 Green = 5	11



Strategic Objective 6: Improve Collaborative Community Presence		
Strategic Initiatives	Voting Results	Total Votes
1 Faculty Outreach Program -- Development of faculty exchange or guest lecture programs with high schools and community colleges within the University of Houston-Clear Lake primary service region.	Blue = 1 Yellow = 0 Green = 3	4
2 Position Creation -- Create a position that manages university-wide outreach initiatives, collects data, creates a process, increases attendance at events, and tool that quantifies campus-wide community engagement, and liaises with various internal areas including Marketing & Communications to track the development and assessment of collaborations.	Blue = 1 Yellow = 1 Green = 0	2
3 Create a university-wide task force to investigate current resources and best practices for quantifying engagements.	Blue = 0 Yellow = 2 Green = 1	3



Strategic Objective 7: Improve Student Experience Process		
Strategic Initiatives	Voting Results	Total Votes
1 Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).	Blue = 3 Yellow = 9 Green = 11	23
2 Create opportunities for faculty to develop innovative teaching and research experiences for students.	Blue = 1 Yellow = 1 Green = 0	2
3 Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).	Blue = 4 Yellow = 2 Green = 0	6



Strategic Objective 8: Improve Business/Academic Operations		
Strategic Initiatives	Voting Results	Total Votes
1 The creation of a common data warehouse	Blue = 8 Yellow = 3 Green = 0	11
2 Development common data visualization dashboards: Financial, Enrollment, Academic Utilization	Blue = 2 Yellow = 1 Green = 0	3
3 Development of training on data visualization tool	Blue = 0 Yellow = 1 Green = 1	2
4 Develop process improvement training integrated into budget submissions to support stretch goals	Blue = 0 Yellow = 0 Green = 0	0



Strategic Objective 9: Improve Communication		
Strategic Initiatives	Voting Results	Total Votes
1 Develop university-wide messaging procedures (strategic)	Blue = 1 Yellow = 5 Green = 3	9
2 Acquire application for university-wide email distribution (strategic/operational)	Blue = 0 Yellow = 1 Green = 0	1
3 Train representatives from each division/unit on messaging platform	Blue = 0 Yellow = 0 Green = 0	0
4 Create communication calendar	Blue = 0 Yellow = 3 Green = 3	6
5 Create an email digest to consolidate internal emails	Blue = 0 Yellow = 0 Green = 0	0



Strategic Objective 10: Increase Revenue		
Strategic Initiatives	Voting Results	Total Votes
1 Increase Enrollment of new students	Blue = 7 Yellow = 0 Green = 1	8
2 Improve retention of existing students	Blue = 2 Yellow = 1 Green = 1	4
3 Improve non-tuition based enrollment opportunities	Blue = 0 Yellow = 0 Green = 0	0
4 Increase non-instruction based revenue sources	Blue = 0 Yellow = 0 Green = 0	0



Strategic Objective 11: Improve Alignment of Resources with Priorities		
Strategic Initiatives	Voting Results	Total Votes
1 Define resources	Blue = 0 Yellow = 4 Green = 4	8
2 Define priorities/initiatives	Blue = 6 Yellow = 1 Green = 0	7
3 Develop initiative alignment score matrix	Blue = 0 Yellow = 0 Green = 0	0
4 Complete the contribution margin budget model	Blue = 0 Yellow = 0 Green = 2	2



Strategic Objective 12: Reduce Costs		
Strategic Initiatives	Voting Results	Total Votes
1 Develop process improvement training integrated into budget submissions to support stretch goals	Blue = 1 Yellow = 2 Green = 4	7
2 Create and Implement process for establishing annual budgetary stretch goals designed to reduce costs	Blue = 1 Yellow = 1 Green = 4	6



Strategic Objective 13: Improve UHCL Experience		
Strategic Initiatives	Voting Results	Total Votes
1 Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.	Blue = 8 Yellow = 2 Green = 5	15
2 Embedded Peer-Facilitated Instruction. Increase the percentage of classes that have embedded peer-facilitated instruction, as represented by peer tutors and peer mentors. Percentage of classes with embedded peer-tutors and peer mentors.	Blue = 1 Yellow = 0 Green = 0	1



Strategic Objective 14: Improve Innovation		
Strategic Initiatives	Voting Results	Total Votes
1 Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.	Blue = 3 Yellow = 4 Green = 0	7
2 Course, curriculum, program, faculty and staff badging.	Blue = 3 Yellow = 0 Green = 1	4



Strategic Objective 15: Increase University Recognition		
Strategic Initiatives	Voting Results	Total Votes
1 Incorporate/reinforce brand identity through university announcements/updates/trainings	Blue = 5 Yellow = 7 Green = 6	18
2 Create targeted campaigns that drive traffic to/from our digital platforms <ul style="list-style-type: none"> • Track and assess referral sources to best identify marketing ROI • Collect and market academic and expertise strengths 	Blue = 0 Yellow = 0 Green = 0	0



Prioritized Voting Results – Total Votes

Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Student Experience Process	University Process	Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).	23
Increase University Recognition	Students and Stakeholders	Incorporate/reinforce brand identity through university announcements/updates/trainings	18
Improve Workload Management	Organizational Capacity	Training for supervisors and department chairs for assessing performance metrics for employees/faculty.	18
Improve UHCL Experience	Students and Stakeholders	Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.	15
Improve Campus Diversity	University Process	Implement programming for students, faculty and staff that integrates diversity	13
Improve Technology	Organizational Capacity	Create a transformative website (internally and externally).	12
Improve Business/Academic Operations	University Process	The creation of a common data warehouse	11
Improve Campus Diversity	University Process	Incorporate campus wide diversity training with intentional results	11
Improve Learning Resources	Organizational Capacity	Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.	10
Improve Communication	University Process	Develop university-wide messaging procedures (strategic)	9
Increase Revenue	Resource Stewardship	Increase Enrollment of new students	8
Improve Alignment of Resources with Priorities	Resource Stewardship	Define resources	8
Improve Alignment of Resources with Priorities	Resource Stewardship	Define priorities/initiatives	7
Improve Innovation	Students and Stakeholders	Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.	7
Reduce Costs	Resource Stewardship	Develop process improvement training integrated into budget submissions to support stretch goals	7
Improve Value of Diversity and Inclusion	Organizational Capacity	Task force with representation from all stakeholders from across the university: Move forward with knowledge gained in workshops; these learners devise strategies to disseminate	7



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Student Experience Process	University Process	Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).	6
Improve Technology	Organizational Capacity	Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)	6
Improve Value of Diversity and Inclusion	Organizational Capacity	Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test	6
Improve Communication	University Process	Create communication calendar	6
Reduce Costs	Resource Stewardship	Create and Implement process for establishing annual budgetary stretch goals designed to reduce costs	6
Improve Learning Resources	Organizational Capacity	Increase number of donations for student scholarships from alumni and others through the Office of University Advancement.	5
Improve Innovation	Students and Stakeholders	Course, curriculum, program, faculty and staff badging.	4
Increase Revenue	Resource Stewardship	Improve retention of existing students	4
Improve Collaborative Community Presence	University Process	Faculty Outreach Program -- Development of faculty exchange or guest lecture programs with high schools and community colleges within the University of Houston-Clear Lake primary service region.	4
Improve Business/Academic Operations	University Process	Development common data visualization dashboards: Financial, Enrollment, Academic Utilization	3
Improve Value of Diversity and Inclusion	Organizational Capacity	Ongoing commitment to valuing Diversity and Inclusion: baseline assessment with reevaluation 6 or 9 months to ensure that diversity work is ongoing.	3
Improve Collaborative Community Presence	University Process	Create a university-wide task force to investigate current resources and best practices for quantifying engagements.	3



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Collaborative Community Presence	University Process	Position Creation -- Create a position that manages university-wide outreach initiatives, collects data, creates a process, increases attendance at events, and tool that quantifies campus-wide community engagement, and liaises with various internal areas including Marketing & Communications to track the development and assessment of collaborations.	2
Improve Student Experience Process	University Process	Create opportunities for faculty to develop innovative teaching and research experiences for students.	2
Improve Business/Academic Operations	University Process	Development of training on data visualization tool	2
Improve Alignment of Resources with Priorities	Resource Stewardship	Complete the contribution margin budget model	2
Improve UHCL Experience	Students and Stakeholders	Embedded Peer-Facilitated Instruction. Increase the percentage of classes that have embedded peer-facilitated instruction, as represented by peer tutors and peer mentors. Percentage of classes with embedded peer-tutors and peer mentors.	1
Improve Communication	University Process	Acquire application for university-wide email distribution (strategic/operational)	1
Improve Learning Resources	Organizational Capacity	Partnership between Center for Faculty Development & Human Resources (Human Capital Advancement Manager), Office of Institutional Effectiveness	1
Improve Business/Academic Operations	University Process	Develop process improvement training integrated into budget submissions to support stretch goals	0
Improve Alignment of Resources with Priorities	Resource Stewardship	Develop initiative alignment score matrix	0
Improve Communication	University Process	Train representatives from each division/unit on messaging platform	0
Improve Communication	University Process	Create an email digest to consolidate internal emails	0
Increase Revenue	Resource Stewardship	Improve non-tuition based enrollment opportunities	0
Increase Revenue	Resource Stewardship	Increase non-instruction based revenue sources	0
Increase University Recognition	Students and Stakeholders	Create targeted campaigns that drive traffic to/from our digital platforms - Track and assess referral sources to best identify marketing ROI - Collect and market academic and expertise strengths	0



Voting Results - Most Important

- Will have high impact
- Will help other initiatives and strategies

Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve UHCL Experience	Students and Stakeholders	Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.	8
Improve Business/Academic Operations	University Process	The creation of a common data warehouse	8
Increase Revenue	Resource Stewardship	Increase Enrollment of new students	7
Improve Workload Management	Organizational Capacity	Training for supervisors and department chairs for assessing performance metrics for employees/faculty.	6
Improve Alignment of Resources with Priorities	Resource Stewardship	Define priorities/initiatives	6
Increase University Recognition	Students and Stakeholders	Incorporate/reinforce brand identity through university announcements/updates/trainings	5
Improve Technology	Organizational Capacity	Create a transformative website (internally and externally).	5
Improve Learning Resources	Organizational Capacity	Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.	5
Improve Campus Diversity	University Process	Implement programming for students, faculty and staff that integrates diversity	4
Improve Student Experience Process	University Process	Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).	4
Improve Student Experience Process	University Process	Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).	3
Improve Innovation	Students and Stakeholders	Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.	3
Improve Innovation	Students and Stakeholders	Course, curriculum, program, faculty and staff badging.	3



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Technology	Organizational Capacity	Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)	2
Increase Revenue	Resource Stewardship	Improve retention of existing students	2
Improve Business/ Academic Operations	University Process	Development common data visualization dashboards: Financial, Enrollment, Academic Utilization	2
Improve Value of Diversity and Inclusion	Organizational Capacity	Ongoing commitment to valuing Diversity and Inclusion: baseline assessment with reevaluation 6 or 9 months to ensure that diversity work is ongoing.	2
Improve Communication	University Process	Develop university-wide messaging procedures (strategic)	1
Reduce Costs	Resource Stewardship	Develop process improvement training integrated into budget submissions to support stretch goals	1
Reduce Costs	Resource Stewardship	Create and Implement process for establishing annual budgetary stretch goals designed to reduce costs	1
Improve Learning Resources	Organizational Capacity	Increase number of donations for student scholarships from alumni and others through the Office of University Advancement.	1
Improve Collaborative Community Presence	University Process	Faculty Outreach Program -- Development of faculty exchange or guest lecture programs with high schools and community colleges within the University of Houston-Clear Lake primary service region.	1
Improve Collaborative Community Presence	University Process	Position Creation -- Create a position that manages university-wide outreach initiatives, collects data, creates a process, increases attendance at events, and tool that quantifies campus-wide community engagement, and liaises with various internal areas including Marketing & Communications to track the development and assessment of collaborations.	1
Improve Student Experience Process	University Process	Create opportunities for faculty to develop innovative teaching and research experiences for students.	1
Improve UHCL Experience	Students and Stakeholders	Embedded Peer-Facilitated Instruction. Increase the percentage of classes that have embedded peer-facilitated instruction, as represented by peer tutors and peer mentors. Percentage of classes with embedded peer-tutors and peer mentors.	1
Improve Campus Diversity	University Process	Incorporate campus wide diversity training with intentional results	0



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Alignment of Resources with Priorities	Resource Stewardship	Define resources	0
Improve Value of Diversity and Inclusion	Organizational Capacity	Task force with representation from all stakeholders from across the university: Move forward with knowledge gained in workshops; these learners devise strategies to disseminate	0
Improve Value of Diversity and Inclusion	Organizational Capacity	Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test	0
Improve Communication	University Process	Create communication calendar	0
Improve Collaborative Community Presence	University Process	Create a university-wide task force to investigate current resources and best practices for quantifying engagements.	0
Improve Business/Academic Operations	University Process	Development of training on data visualization tool	0
Improve Alignment of Resources with Priorities	Resource Stewardship	Complete the contribution margin budget model	0
Improve Communication	University Process	Acquire application for university-wide email distribution (strategic/operational)	0
Improve Learning Resources	Organizational Capacity	Partnership between Center for Faculty Development & Human Resources (Human Capital Advancement Manager), Office of Institutional Effectiveness	0
Improve Business/Academic Operations	University Process	Develop process improvement training integrated into budget submissions to support stretch goals	0
Improve Alignment of Resources with Priorities	Resource Stewardship	Develop initiative alignment score matrix	0
Improve Communication	University Process	Train representatives from each division/unit on messaging platform	0
Improve Communication	University Process	Create an email digest to consolidate internal emails	0
Increase Revenue	Resource Stewardship	Improve non-tuition based enrollment opportunities	0
Increase Revenue	Resource Stewardship	Increase non-instruction based revenue sources	0
Increase University Recognition	Students and Stakeholders	Create targeted campaigns that drive traffic to/from our digital platforms - Track and assess referral sources to best identify marketing ROI - Collect and market academic and expertise strengths	0



Voting Results – Time Required

- Will require less than 18 months to complete

Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Student Experience Process	University Process	Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).	9
Increase University Recognition	Students and Stakeholders	Incorporate/reinforce brand identity through university announcements/updates/trainings	7
Improve Technology	Organizational Capacity	Create a transformative website (internally and externally).	7
Improve Campus Diversity	University Process	Incorporate campus wide diversity training with intentional results	6
Improve Workload Management	Organizational Capacity	Training for supervisors and department chairs for assessing performance metrics for employees/faculty.	5
Improve Communication	University Process	Develop university-wide messaging procedures (strategic)	5
Improve Learning Resources	Organizational Capacity	Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.	4
Improve Campus Diversity	University Process	Implement programming for students, faculty and staff that integrates diversity	4
Improve Innovation	Students and Stakeholders	Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.	4
Improve Alignment of Resources with Priorities	Resource Stewardship	Define resources	4
Improve Value of Diversity and Inclusion	Organizational Capacity	Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test	4
Improve Business/Academic Operations	University Process	The creation of a common data warehouse	3
Improve Communication	University Process	Create communication calendar	3
Improve UHCL Experience	Students and Stakeholders	Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.	2



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Student Experience Process	University Process	Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).	2
Reduce Costs	Resource Stewardship	Develop process improvement training integrated into budget submissions to support stretch goals	2
Improve Collaborative Community Presence	University Process	Create a university-wide task force to investigate current resources and best practices for quantifying engagements.	2
Improve Alignment of Resources with Priorities	Resource Stewardship	Define priorities/initiatives	1
Improve Technology	Organizational Capacity	Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)	1
Increase Revenue	Resource Stewardship	Improve retention of existing students	1
Improve Business/Academic Operations	University Process	Development common data visualization dashboards: Financial, Enrollment, Academic Utilization	1
Improve Value of Diversity and Inclusion	Organizational Capacity	Ongoing commitment to valuing Diversity and Inclusion: baseline assessment with reevaluation 6 or 9 months to ensure that diversity work is ongoing.	1
Reduce Costs	Resource Stewardship	Create and Implement process for establishing annual budgetary stretch goals designed to reduce costs	1
Improve Learning Resources	Organizational Capacity	Increase number of donations for student scholarships from alumni and others through the Office of University Advancement.	1
Improve Collaborative Community Presence	University Process	Position Creation -- Create a position that manages university-wide outreach initiatives, collects data, creates a process, increases attendance at events, and tool that quantifies campus-wide community engagement, and liaises with various internal areas including Marketing & Communications to track the development and assessment of collaborations.	1
Improve Student Experience Process	University Process	Create opportunities for faculty to develop innovative teaching and research experiences for students.	1
Improve Business/Academic Operations	University Process	Development of training on data visualization tool	1



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Communication	University Process	Acquire application for university-wide email distribution (strategic/operational)	1
Increase Revenue	Resource Stewardship	Increase Enrollment of new students	0
Improve Innovation	Students and Stakeholders	Course, curriculum, program, faculty and staff badging.	0
Improve Collaborative Community Presence	University Process	Faculty Outreach Program -- Development of faculty exchange or guest lecture programs with high schools and community colleges within the University of Houston-Clear Lake primary service region.	0
Improve UHCL Experience	Students and Stakeholders	Embedded Peer-Facilitated Instruction. Increase the percentage of classes that have embedded peer-facilitated instruction, as represented by peer tutors and peer mentors. Percentage of classes with embedded peer-tutors and peer mentors.	0
Improve Value of Diversity and Inclusion	Organizational Capacity	Task force with representation from all stakeholders from across the university: Move forward with knowledge gained in workshops; these learners devise strategies to disseminate	0
Improve Alignment of Resources with Priorities	Resource Stewardship	Complete the contribution margin budget model	0
Improve Learning Resources	Organizational Capacity	Partnership between Center for Faculty Development & Human Resources (Human Capital Advancement Manager), Office of Institutional Effectiveness	0
Improve Business/Academic Operations	University Process	Develop process improvement training integrated into budget submissions to support stretch goals	0
Improve Alignment of Resources with Priorities	Resource Stewardship	Develop initiative alignment score matrix	0
Improve Communication	University Process	Train representatives from each division/unit on messaging platform	0
Improve Communication	University Process	Create an email digest to consolidate internal emails	0
Increase Revenue	Resource Stewardship	Improve non-tuition based enrollment opportunities	0
Increase Revenue	Resource Stewardship	Increase non-instruction based revenue sources	0
Increase University Recognition	Students and Stakeholders	Create targeted campaigns that drive traffic to/from our digital platforms - Track and assess referral sources to best identify marketing ROI - Collect and market academic and expertise strengths	0



Voting Results – Cost

- Low cost, little new funding needed
- Relies primarily upon employee effort and existing resources

Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Student Experience Process	University Process	Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).	11
Improve Workload Management	Organizational Capacity	Training for supervisors and department chairs for assessing performance metrics for employees/faculty.	7
Improve Value of Diversity and Inclusion	Organizational Capacity	Task force with representation from all stakeholders from across the university: Move forward with knowledge gained in workshops; these learners devise strategies to disseminate	7
Increase University Recognition	Students and Stakeholders	Incorporate/reinforce brand identity through university announcements/updates/trainings	6
Improve Campus Diversity	University Process	Incorporate campus wide diversity training with intentional results	5
Improve Campus Diversity	University Process	Implement programming for students, faculty and staff that integrates diversity	5
Improve UHCL Experience	Students and Stakeholders	Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.	5
Improve Alignment of Resources with Priorities	Resource Stewardship	Define resources	4
Reduce Costs	Resource Stewardship	Develop process improvement training integrated into budget submissions to support stretch goals	4
Reduce Costs	Resource Stewardship	Create and Implement process for establishing annual budgetary stretch goals designed to reduce costs	4
Improve Communication	University Process	Develop university-wide messaging procedures (strategic)	3
Improve Communication	University Process	Create communication calendar	3
Improve Technology	Organizational Capacity	Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)	3



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Learning Resources	Organizational Capacity	Increase number of donations for student scholarships from alumni and others through the Office of University Advancement.	3
Improve Collaborative Community Presence	University Process	Faculty Outreach Program -- Development of faculty exchange or guest lecture programs with high schools and community colleges within the University of Houston-Clear Lake primary service region.	3
Improve Value of Diversity and Inclusion	Organizational Capacity	Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test	2
Improve Alignment of Resources with Priorities	Resource Stewardship	Complete the contribution margin budget model	2
Improve Learning Resources	Organizational Capacity	Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.	1
Improve Collaborative Community Presence	University Process	Create a university-wide task force to investigate current resources and best practices for quantifying engagements.	1
Increase Revenue	Resource Stewardship	Improve retention of existing students	1
Improve Business/Academic Operations	University Process	Development of training on data visualization tool	1
Increase Revenue	Resource Stewardship	Increase Enrollment of new students	1
Improve Innovation	Students and Stakeholders	Course, curriculum, program, faculty and staff badging.	1
Improve Learning Resources	Organizational Capacity	Partnership between Center for Faculty Development & Human Resources (Human Capital Advancement Manager), Office of Institutional Effectiveness	1
Improve Technology	Organizational Capacity	Create a transformative website (internally and externally).	0
Improve Innovation	Students and Stakeholders	Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.	0
Improve Business/Academic Operations	University Process	The creation of a common data warehouse	0
Improve Student Experience Process	University Process	Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).	0



Strategic Objective	Strategic Perspective	Strategic Initiative	Votes
Improve Alignment of Resources with Priorities	Resource Stewardship	Define priorities/initiatives	0
Improve Business/Academic Operations	University Process	Development common data visualization dashboards: Financial, Enrollment, Academic Utilization	0
Improve Value of Diversity and Inclusion	Organizational Capacity	Ongoing commitment to valuing Diversity and Inclusion: baseline assessment with reevaluation 6 or 9 months to ensure that diversity work is ongoing.	0
Improve Collaborative Community Presence	University Process	Position Creation -- Create a position that manages university-wide outreach initiatives, collects data, creates a process, increases attendance at events, and tool that quantifies campus-wide community engagement, and liaises with various internal areas including Marketing & Communications to track the development and assessment of collaborations.	0
Improve Student Experience Process	University Process	Create opportunities for faculty to develop innovative teaching and research experiences for students.	0
Improve Communication	University Process	Acquire application for university-wide email distribution (strategic/operational)	0
Improve UHCL Experience	Students and Stakeholders	Embedded Peer-Facilitated Instruction. Increase the percentage of classes that have embedded peer-facilitated instruction, as represented by peer tutors and peer mentors. Percentage of classes with embedded peer-tutors and peer mentors.	0
Improve Business/Academic Operations	University Process	Develop process improvement training integrated into budget submissions to support stretch goals	0
Improve Alignment of Resources with Priorities	Resource Stewardship	Develop initiative alignment score matrix	0
Improve Communication	University Process	Train representatives from each division/unit on messaging platform	0
Improve Communication	University Process	Create an email digest to consolidate internal emails	0
Increase Revenue	Resource Stewardship	Improve non-tuition based enrollment opportunities	0
Increase Revenue	Resource Stewardship	Increase non-instruction based revenue sources	0
Increase University Recognition	Students and Stakeholders	Create targeted campaigns that drive traffic to/from our digital platforms - Track and assess referral sources to best identify marketing ROI - Collect and market academic and expertise strengths	0



Prioritization of Results Weighted Total

- Number of votes x weight
- Importance weight = 3, Time weight = 2, Cost weight = 1

Strategic Objective	Strategic Perspective	Strategic Initiative	Prioritized Ranking
Improve Student Experience Process	University Process	Establish an access, success and engagement committee to oversee the student experience (academic and co-curricular).	1
Improve Workload Management	Organizational Capacity	Training for supervisors and department chairs for assessing performance metrics for employees/faculty.	2
Increase University Recognition	Students and Stakeholders	Incorporate/reinforce brand identity through university announcements/updates/trainings	3
Improve UHCL Experience	Students and Stakeholders	Increase service-learning opportunities for students in order to supplement their education outside of the classroom. Number of service-learning projects completed (# students; #hours) as a ratio to service-learning opportunities. Opportunities offered to number completed.	4
Improve Business/Academic Operations	University Process	The creation of a common data warehouse	5
Improve Technology	Organizational Capacity	Create a transformative website (internally and externally).	6
Improve Campus Diversity	University Process	Implement programming for students, faculty and staff that integrates diversity	7
Improve Learning Resources	Organizational Capacity	Ensure Strategic Partnerships and Global Learning & Strategy have resources to continue to identify and develop new experiential learning opportunities.	8
Increase Revenue	Resource Stewardship	Increase Enrollment of new students	9
Improve Alignment of Resources with Priorities	Resource Stewardship	Define priorities/initiatives	10
Improve Campus Diversity	University Process	Incorporate campus wide diversity training with intentional results	11
Improve Innovation	Students and Stakeholders	Create and convene an Innovation Advisory Board to provide guidance to the university community in the definition and implementation on innovation ideas and solutions.	12
Improve Student Experience Process	University Process	Ensure Strategic Partnerships and Global Learning and Strategy have resources to continue to identify and develop new experiential learning opportunities (from objective 3).	13
Improve Communication	University Process	Develop university-wide messaging procedures (strategic)	14



Strategic Objective	Strategic Perspective	Strategic Initiative	Prioritized Ranking
Improve Alignment of Resources with Priorities	Resource Stewardship	Define resources	15
Improve Technology	Organizational Capacity	Develop university-wide technology survey through the University technology governance mechanisms that assesses unit/college current and future technology and digital access needs. Needs to be an ongoing priority of the technology governance to ensure the survey that adds technology services as we change (e.g. UCT support services, CSE supported services, Library, etc.)	16
Reduce Costs	Resource Stewardship	Develop process improvement training integrated into budget submissions to support stretch goals	17
Improve Value of Diversity and Inclusion	Organizational Capacity	Diversity workshop to create awareness, shift attitudes and bring systematic change in culture: invite all groups at university; have expert lead workshop; conduct pre- and post-test	18
Improve Innovation	Students and Stakeholders	Course, curriculum, program, faculty and staff badging.	19
Improve Communication	University Process	Create communication calendar	20
Increase Revenue	Resource Stewardship	Improve retention of existing students	21
Reduce Costs	Resource Stewardship	Create and Implement process for establishing annual budgetary stretch goals designed to reduce costs	22
Improve Value of Diversity and Inclusion	Organizational Capacity	Ongoing commitment to valuing Diversity and Inclusion: baseline assessment with reevaluation 6 or 9 months to ensure that diversity work is ongoing.	23
Improve Learning Resources	Organizational Capacity	Increase number of donations for student scholarships from alumni and others through the Office of University Advancement.	24
Improve Business/ Academic Operations	University Process	Development common data visualization dashboards: Financial, Enrollment, Academic Utilization	25
Improve Value of Diversity and Inclusion	Organizational Capacity	Task force with representation from all stakeholders from across the university: Move forward with knowledge gained in workshops; these learners devise strategies to disseminate	26
Improve Collaborative Community Presence	University Process	Faculty Outreach Program -- Development of faculty exchange or guest lecture programs with high schools and community colleges within the University of Houston-Clear Lake primary service region.	27



Strategic Objective	Strategic Perspective	Strategic Initiative	Prioritized Ranking
Improve Collaborative Community Presence	University Process	Position Creation -- Create a position that manages university-wide outreach initiatives, collects data, creates a process, increases attendance at events, and tool that quantifies campus-wide community engagement, and liaises with various internal areas including Marketing & Communications to track the development and assessment of collaborations.	28
Improve Collaborative Community Presence	University Process	Create a university-wide task force to investigate current resources and best practices for quantifying engagements.	29
Improve Student Experience Process	University Process	Create opportunities for faculty to develop innovative teaching and research experiences for students.	30
Improve Business/Academic Operations	University Process	Development of training on data visualization tool	31
Improve UHCL Experience	Students and Stakeholders	Embedded Peer-Facilitated Instruction. Increase the percentage of classes that have embedded peer-facilitated instruction, as represented by peer tutors and peer mentors. Percentage of classes with embedded peer-tutors and peer mentors.	32
Improve Communication	University Process	Acquire application for university-wide email distribution (strategic/operational)	33
Improve Alignment of Resources with Priorities	Resource Stewardship	Complete the contribution margin budget model	34
Improve Learning Resources	Organizational Capacity	Partnership between Center for Faculty Development & Human Resources (Human Capital Advancement Manager), Office of Institutional Effectiveness	35
Improve Business/Academic Operations	University Process	Develop process improvement training integrated into budget submissions to support stretch goals	36 (tie)
Improve Communication	University Process	Train representatives from each division/unit on messaging platform	36 (tie)
Improve Communication	University Process	Create an email digest to consolidate internal emails	36 (tie)
Increase Revenue	Resource Stewardship	Improve non-tuition based enrollment opportunities	36 (tie)
Increase Revenue	Resource Stewardship	Increase non-instruction based revenue sources	36 (tie)
Improve Alignment of Resources with Priorities	Resource Stewardship	Develop initiative alignment score matrix	36 (tie)



Strategic Objective	Strategic Perspective	Strategic Initiative	Prioritized Ranking
Increase University Recognition	Students and Stakeholders	Create targeted campaigns that drive traffic to/from our digital platforms - Track and assess referral sources to best identify marketing ROI - Collect and market academic and expertise strengths	36 (tie)

