

University of Houston System
Strategic Direction and Key Initiatives

TEXAS HIGHER EDUCATION COORDINATING BOARD
January 26, 2017

UNIVERSITYof **HOUSTON** SYSTEM

STRATEGIC FRAMEWORK

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UHS Mission Statement

The University of Houston System provides, through the complementary missions of its four universities, **access** to comprehensive higher education programs and services to the **diverse** community of students in the Houston metropolitan area and beyond.

The UH System's research and scholarship are globally significant, **nationally competitive**, and serve as an engine for **economic development**, while its public service activities enhance the quality of life in the region.

UHS Overview

Institution	Enrollment	Description
University of Houston	43,774	UH is a Tier One doctoral degree-granting, comprehensive research university and the largest university in Houston.
University of Houston- Clear Lake	8,669	Located near the NASA Johnson Space Center, UHCL delivers undergraduate, master's and a limited number of doctoral degrees in the heart of Clear Lake's high-tech community.
University of Houston- Downtown	14,251	Houston's second largest and the state's most ethnically diverse university, UHCL is primarily an undergraduate institution with expanding master's programs.
University of Houston- Victoria	4,144	Located in the Coastal Bend region, UHV is an undergraduate and master's university with some of the most dynamic online programs in the state.
University of Houston System	70,838	

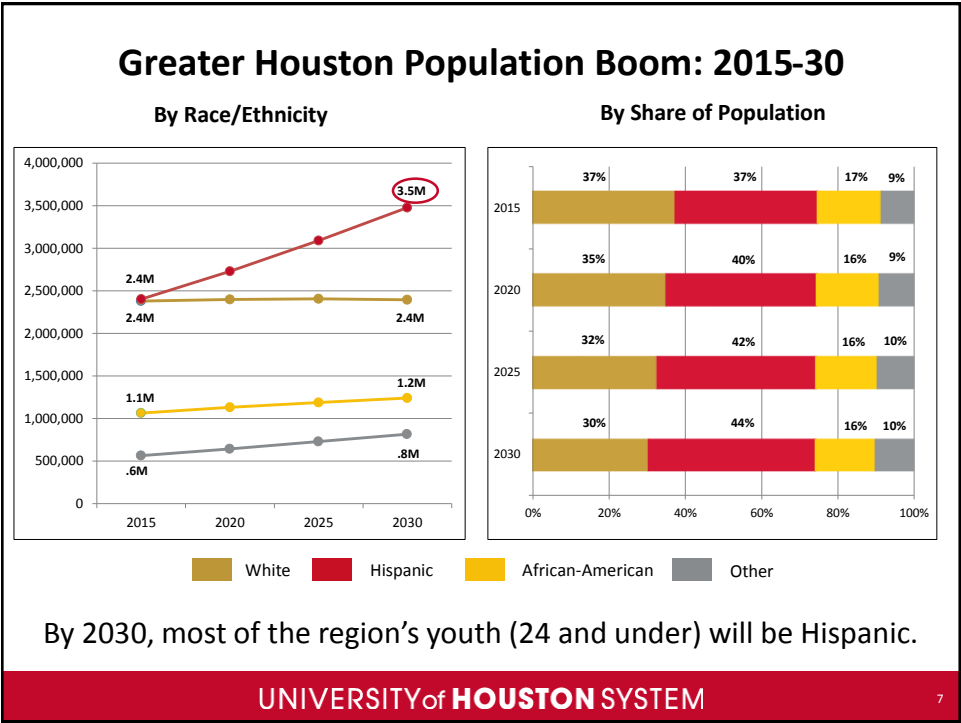
Off-Campus Teaching Centers

Northwest Campus
(UH & UHD)

Katy Campus
(UH & UHV)

UH Sugar Land

UHCL Pearland



UH System Goals

- 1. National Competitiveness**

The City of Houston (and the Greater Houston Region) will be known for having one of the best and most diverse metropolitan systems of higher education in the nation.
- 2. Student Success**

Each university within the UH System will make student success its top priority and will hold itself publicly accountable for achieving this goal.
- 3. Community Advancement**

The UH System will be the engine of social and economic advancement of the metropolitan region and the state.

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UH System Accountability

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1. NATIONAL COMPETITIVENESS	ANNUAL PERFORMANCE			INCREASE / DECREASE ¹	
	BASE YEAR (2007-08)	2015-2016	2016-2017	FROM LAST YEAR	FROM BASE YEAR
1.a. Total Research Expenditures	\$74,966,000	\$154,933,389	\$156,330,849	\$1,397,460	\$81,364,849
1.b. Federal Research Expenditures	\$40,398,000	\$60,786,219	\$63,276,932	\$2,490,713	\$22,878,932
1.c. Total Research Awards	\$95,904,865	\$133,566,437	\$106,498,445	-\$27,067,992	\$10,593,580
2. STUDENT ACCESS AND SUCCESS					
2.a. Total Enrollment	56,762	70,024	70,838	814	14,076
2.b. Total Degrees Awarded	11,702	15,324	15,848	524	4,146
2.c. Percentage of Graduate/Professional Students	20.1%	18.9%	18.0%	-0.9%	-2.1%
2.d. Percentage of Residential Students	4.2%	10.7%	10.8%	0.1%	6.6%
2.e. Number of Underserved Students Enrolled ²	21,938	31,791	33,043	1,251	11,114
2.f. Number of Degrees Awarded to Underserved Students	3,673	6,001	6,616	615	2,943
2.g. Number of Degrees Awarded in Critical Fields ³	1,271	3,341	3,729	388	2,458
3. COMMUNITY ADVANCEMENT					
3.a. Research Awards with Community Emphasis	138	226	236	10	98
4. COMPETITIVE RESOURCES					
4.a. Total Annual Giving (Cash Basis)	\$53,000,000	\$100,145,054	\$101,112,525	\$967,471	\$48,112,525
4.b. Total Annual Giving (New Commitments)	\$54,000,000	\$124,866,678	\$146,624,800	\$21,758,122	\$91,724,800
4.c. Total Endowment	\$653,294,000	\$794,368,043	\$741,824,609	-\$52,543,434	\$88,530,609

NOTES:
1. Cells with black text are for measures with no change in performance or de minimis reductions (1% or less).
2. Underserved include African American, Hispanic and Native American students.
3. Critical fields include computer science, engineering, math, physical sciences and biology.

STUDENT SUCCESS

Student Success is a “No Excuse Priority” at UHS

	2007-08	2016-17	Change
Enrollment	56,762	70,838	+25%
Underserved Enrollment*	21,928	33,042	+51%
Degrees Awarded	11,702	15,848	+35%
Critical/STEM Degrees	1,271	3,729	+193%

* Includes African-American, Hispanic, and Native American students

UH Succeeds in Building a Phi Beta Kappa Culture

	2007-08	2016-17	Change
Total Enrollment	34,663	43,774	+26%
FTIC 6 Year Graduation Rate	43%	51%	+8%
Total Degrees Awarded	6,961	9,596	+38%
Freshman Median SAT	1055	1146	+91
Total Degrees Awarded to Under-represented Students	1,910	3,327	+74%

UHCL Becomes a 4-year Institution

	2007-08	2016-17	Change
Total Enrollment	7,522	8,669	+15%
FTIC 1 Year Retention Rate	71%	76%	+5%
Total Semester Credit Hours	63,035	79,690	+26%
Total Degrees Awarded	2,131	2,579	+21%

UHD is About Opportunity

	2007-08	2016-17	Change
Total Enrollment	11,793	14,251	+21%
FTIC 1 Year Retention Rate	56%	66%	+10%
FTIC 6 Year Graduation Rate	15%	16%	+1%
Percent of Students Receiving Pell Grants	37%	50%	+13%
Total Degrees Awarded	1,982	2,664	+34%

UHV Emerges as a Destination University

	2007-08	2016-17	Change
Total Enrollment	2,784	4,144	+49%
Enrollment of Under-represented Students	899	2,180	+142%
FTIC 1 Year Retention Rate	54%	63%	+9%
% of First Generation College Graduates	35%	53%	+18%
Total Degrees Awarded	620	1,009	+63%

Key Student Success Initiative:
Houston Guided Pathways to Success (GPS)

Houston GPS strategies include:

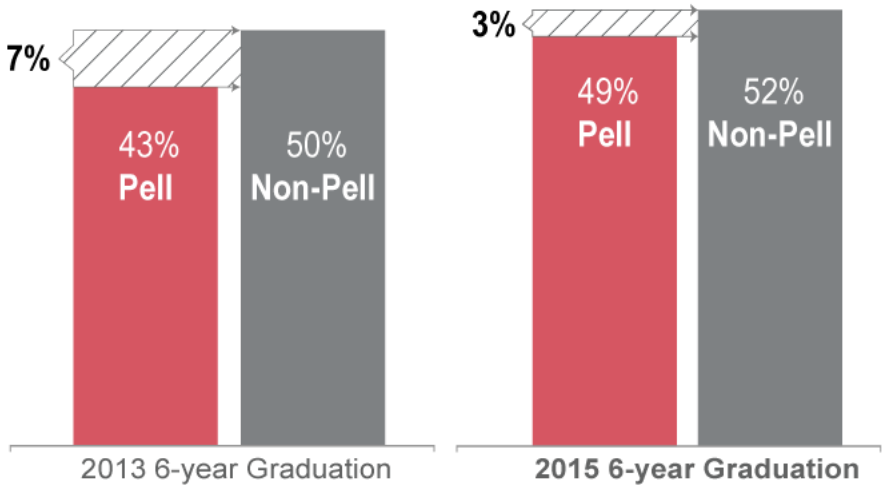
- Providing students with labor market and career data so they make an informed choice about a major;
- Developing degree maps so students can chart their entire 4-year academic career;
- Developing structured class schedules that allow students to better coordinate courses with family and job responsibilities; and
- Combining proactive advising with predictive analytics so advisors can target at-risks students and make sure they stay on track to complete their degree.

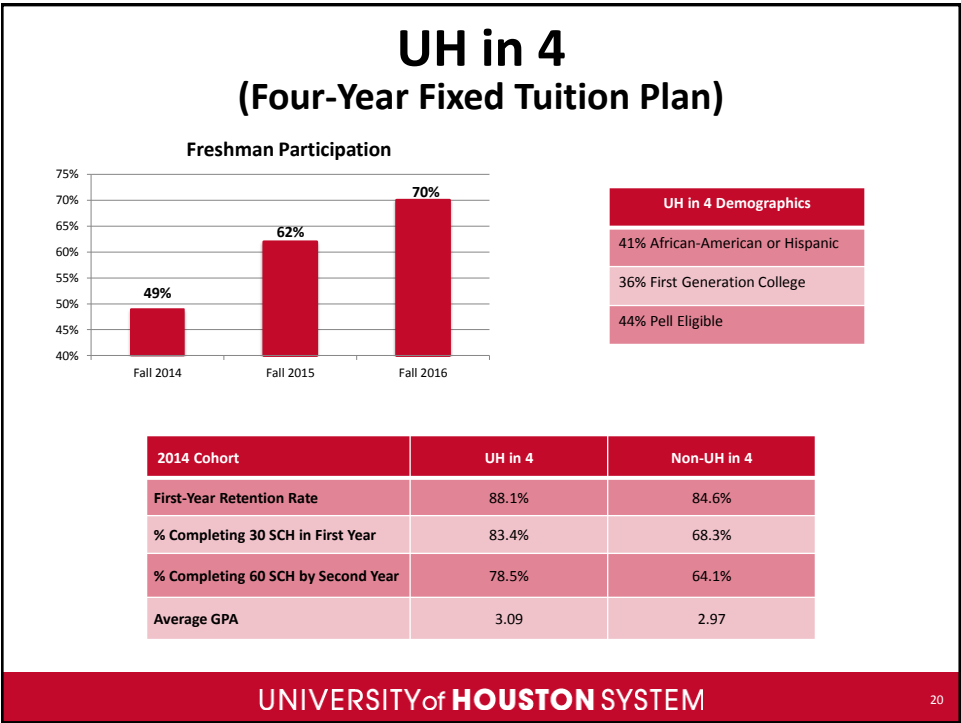
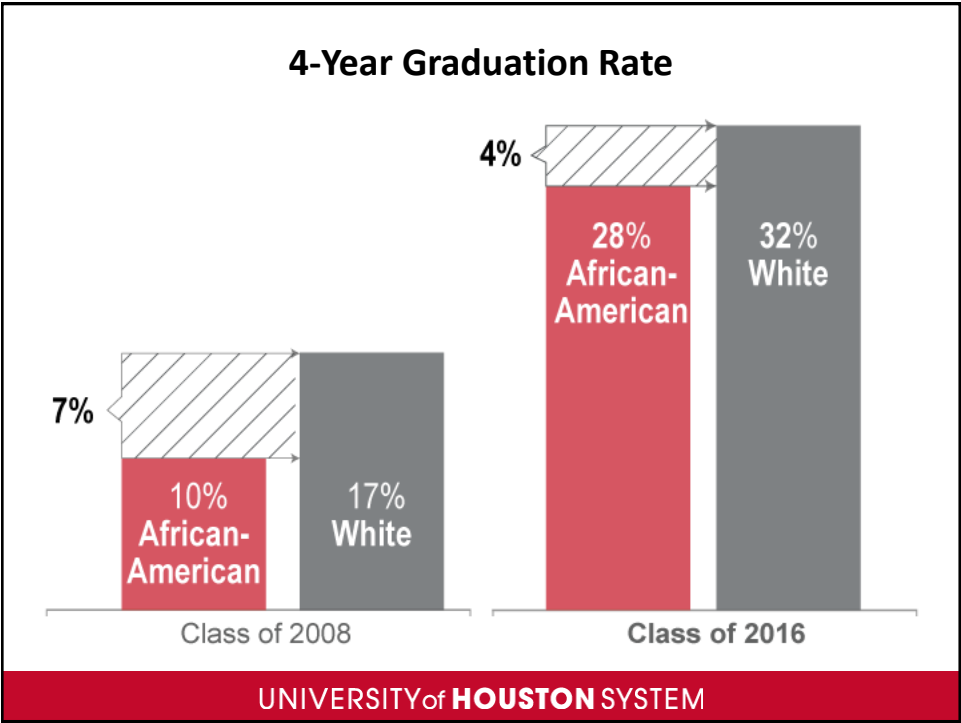


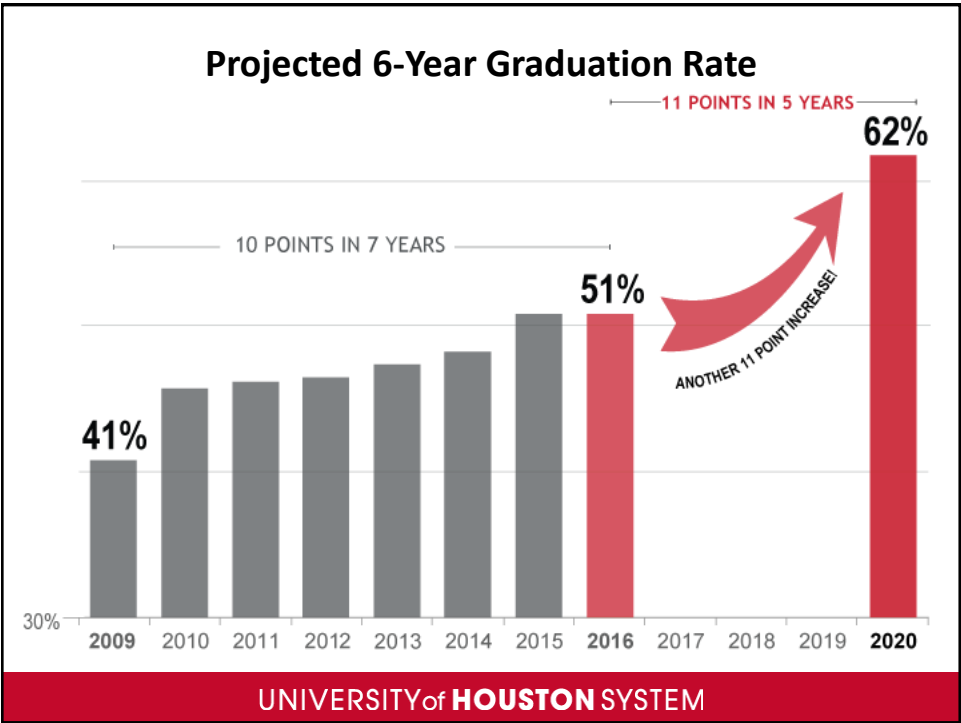
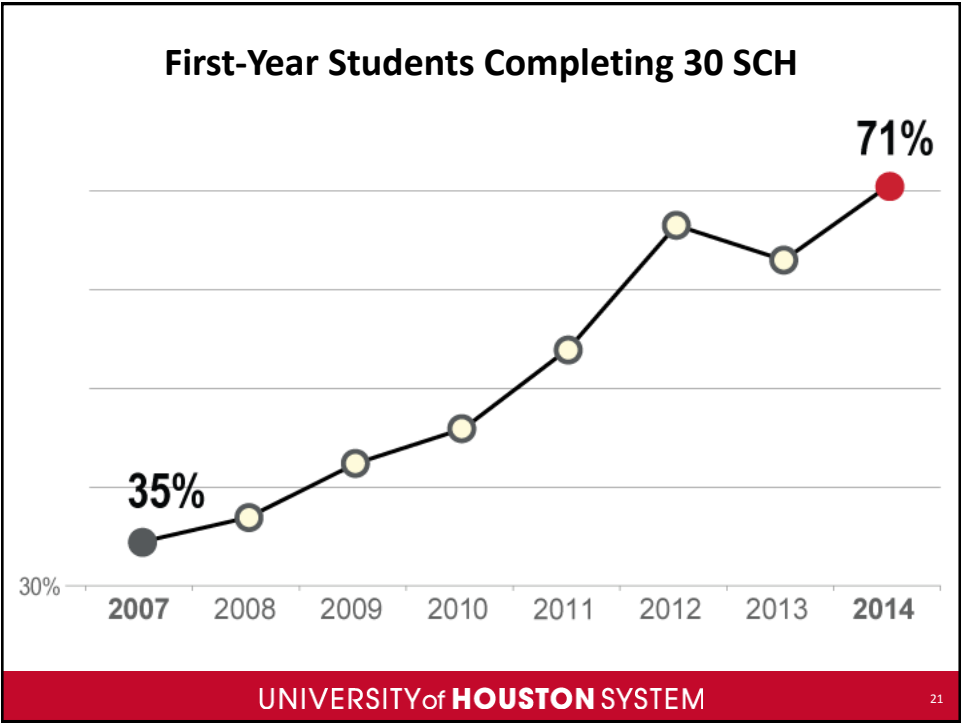
Houston GPS Expected Outcomes

- Increased graduation and retention rates
- Reduced time to degree
- Reduced excess SCH, especially among students that transfer from 2-year to 4-year institutions
- Accelerated entry into the workforce
- Reduced costs for the student, state, and taxpayers

Closing the Achievement Gap







Key Student Success Initiatives: UHCL and UHV

Downward Expansion

- UHV and UHCL began accepting freshman and sophomores in 2010 and 2014, a major shift in the mission and cultures of both universities to expand access to higher education.

UHV Living and Learning Communities

- First-year seminar students receive guidance from instructors, student life advisors, librarians, and a student success coach—improving retention rates. 100% of freshmen participating this year.

First-Year Retention Rates (2015-16)		
Non-Living & Learning	Living & Learning	Difference
54.6%	64.4%	+9.8%

Key Initiative: UHD 1st Year ‘Barrier’ Course Innovation

Sample courses	A-B-C rates in Fall 2007	A-B-C rates in Fall 2016	Increase
BIOLOGY 1301 <i>Extended Sections + Supplemental Instruction + Team-Based Learning</i>	43%	65%	+22%
ENGLISH 1301 <i>Faculty Learning Communities + Multiple Writing and Revision Opportunities for Students</i>	56%	74%	+18%
HISTORY 1305 <i>Harmonized Curriculum Across Sections + Supplemental Instruction</i>	58%	71%	+13%
MATH 1301 <i>Online homework + Supplemental Instruction + Multi-stage Final Exam + NCBO for “near miss” Students</i>	48%	64%	+16%
<i>Full-time FTIC students completing their core Math and English requirements within one year as a result of course innovations.</i>	Math 42%	76%	+34%
	English 32%	46%	+14%

NATIONAL COMPETITIVENESS

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Journey Towards Excellence

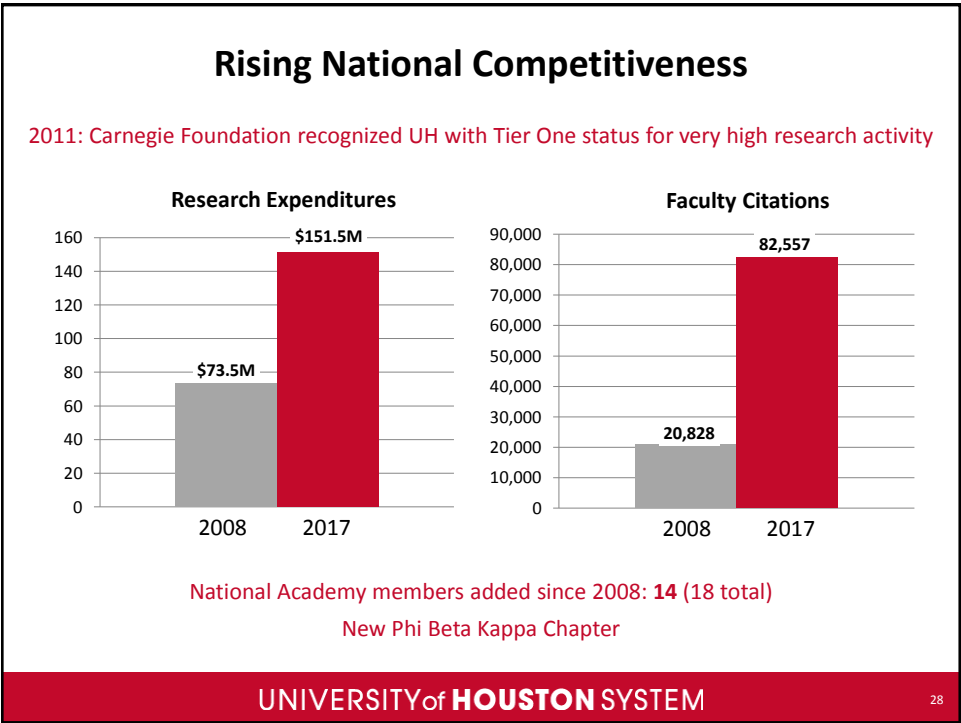
Milestone	Relative Level
Carnegie Tier One	1
	2
Top American Research University	3
	4
Phi Beta Kappa	5
AAU	6

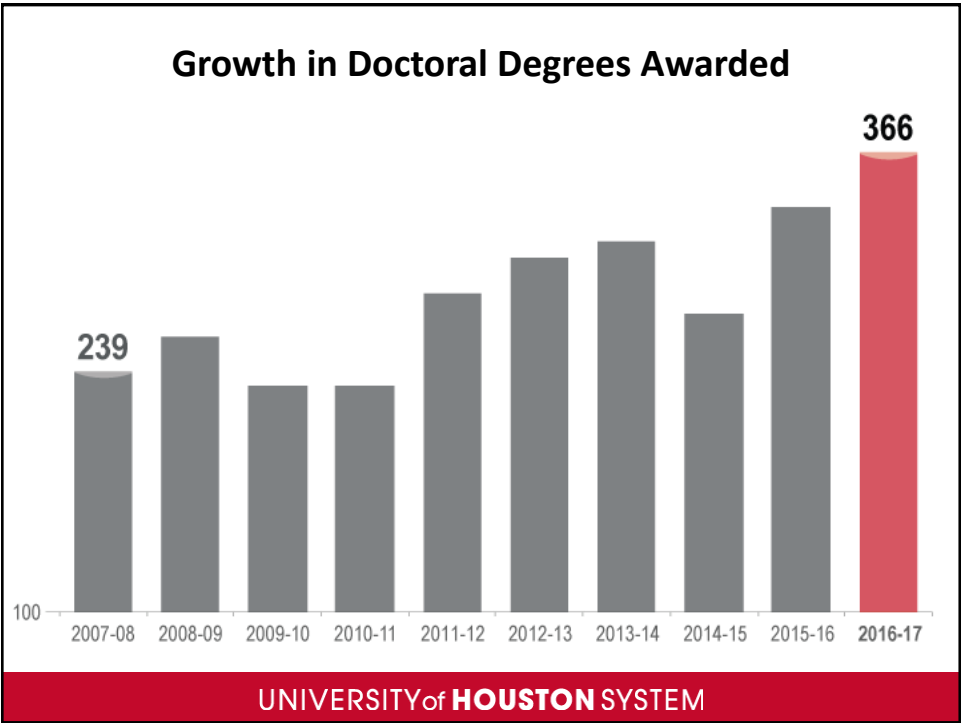
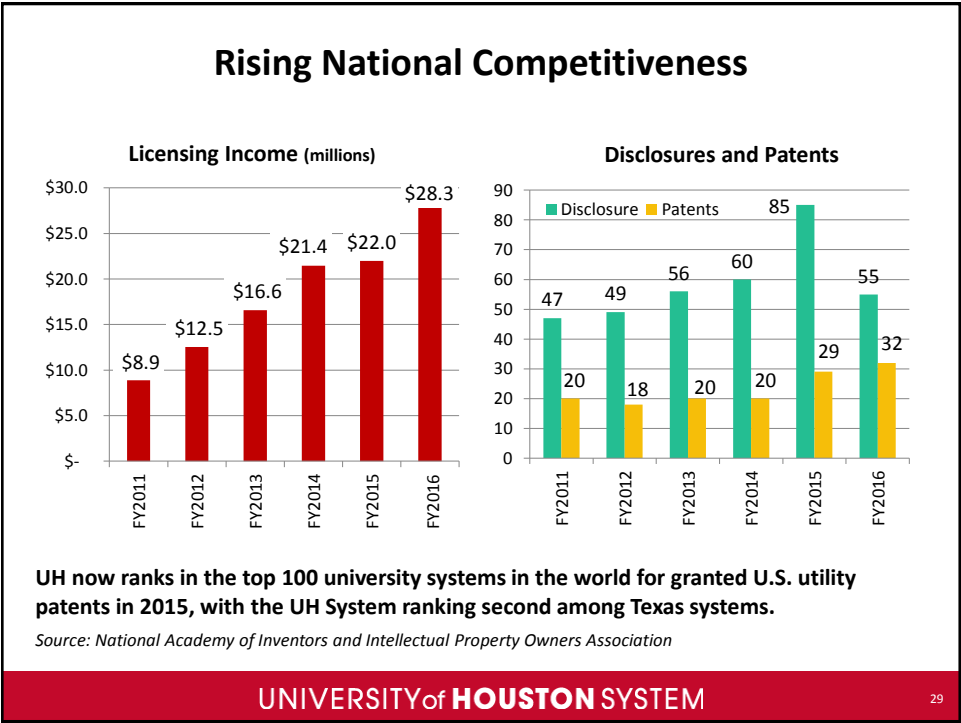
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Increased National Recognition		
Organization	Recognition	Year
Carnegie Foundation	Very High Research University Status (Tier One)	2011
Times Higher Education	Among top 100 universities internationally for producing Fortune Global 500 CEOs	2013
Association for University Technology Managers	Ranked 10 th nationally among public universities for royalty revenue. Ranked 1 st among public universities without a medical school	2014
White House College Scorecard	Top 2% of 4-year institutions for low tuition, student loan default, and student borrowing	2014
Top American Research Universities (TARU)	Top 50 ranking for endowment, national academy members, and faculty awards Top 60 ranking for annual giving, doctorates granted, and post-docs	2015
U.S. News & World Report	11 th in graduating students with the least amount of debt	2015
National Academy of Inventors	Ranked 80 th in the world for utility patents	2016
Association of Research Libraries	Ranked 65 th among the nation's most prominent research libraries	2016
Princeton Review	Ranked 3 rd in Entrepreneurship for Undergraduates Colleges That Pay You Back	2016
Inside Honors	Honors College ranked among Top 10 in U.S.	2016
U.S. Department of Education	Affordable Four-Year Schools with Good Outcomes	2016
U.S. News & World Report	Top 200 national universities	2017
Princeton Review	Best 381 Colleges for Undergraduates	2017

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Current National Academy Members

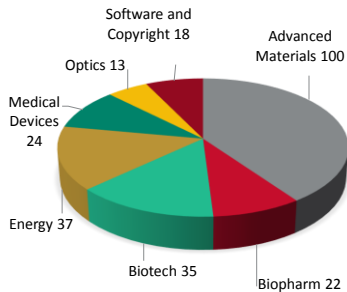


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Turning Research Into Real World Results

Houston industry sectors match well with UH Intellectual Property

UH ISSUED PATENTS: 249

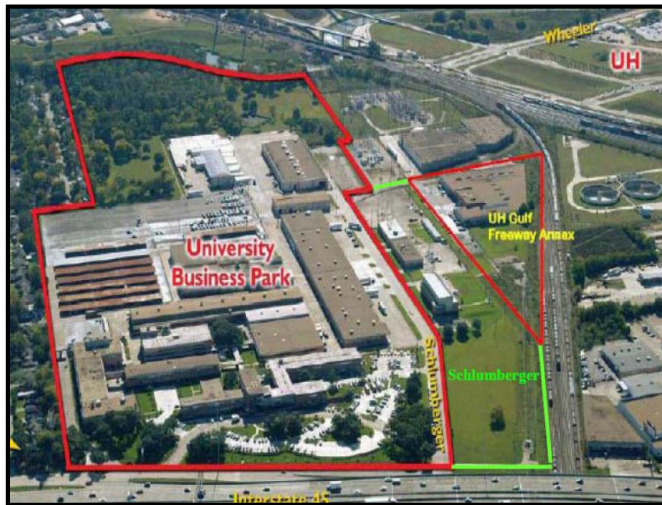


Major Industry Sectors in Houston

- Advanced Manufacturing and Technology
 - one of the largest concentrations of industrial space in the nation
- Aerospace and Aviation
 - Johnson Space Center
- Biotechnology and Life Sciences
 - 190 life sciences and biotechnology companies as well as academic partnerships;
 - more than 130 hospitals and health clinics, and some of the country's top research facilities
- Distribution and Logistics
 - gateway for trade to Mexico, Canada, Latin America and the U.S. heartland
- Energy
 - Global center for oil and gas industry; National leader in renewables

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UH Energy Research Park



- 74 acres
- 15 buildings
- Education
- Research
- Incubator space
- Economic Development

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Raising Entrepreneurs in the Entrepreneurial City

- Princeton Review ranked UH **3rd in Entrepreneurship** for undergraduates. **Wolff Center for Entrepreneurship** prepares students to run their own businesses
- **Innovation Center** is a business incubator open to start ups. **Center for Industrial Partnerships** unites start-ups, established companies, and non-profits to bring UH discoveries to market
- UH has created over **12 startups** since 2013 that have raised over \$1M in follow-on funding



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Wet Lab in Energy Research Park

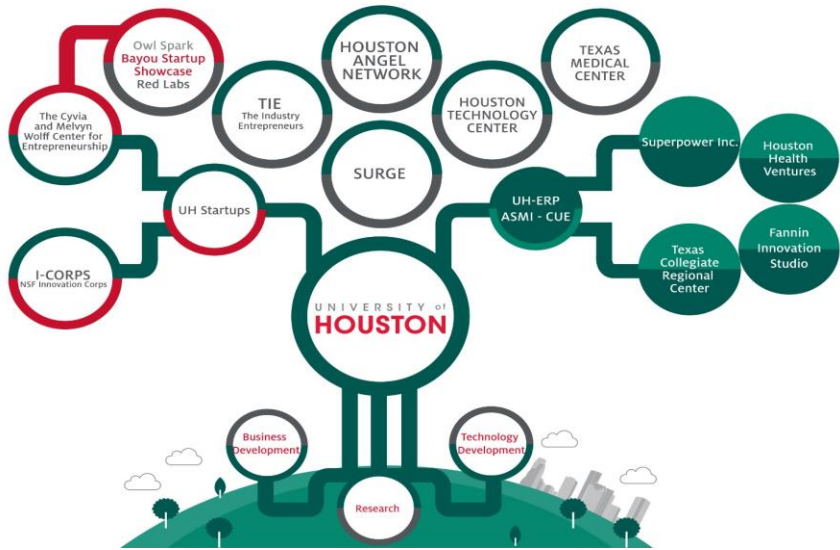


- Adendox
- Advance Lipid Consultants
- Metabocentric
- Reecycle
- Teomics
- Tract Pharmaceutical
- CAVU Biotherapies
- Critical X Solutions
- Dexmat
- Drylet
- Twister Biotechnologies

< 13,000 ft²

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UH Innovation Ecosystem



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COMMUNITY ADVANCEMENT

UH Third Ward Initiative

- Education: Improving local public schools
 - College of Education working with six HISD schools to achieve a score of 60 or better on TEA Accountability Index 1: Academic Achievement
- Economic Empowerment: Supporting businesses & entrepreneurs
 - College of Business helping grow 25 new local businesses
- Arts: Developing artistic and cultural programs
 - Sharing arts with the community and celebrating local culture
- Health: Reducing health disparities
 - Increasing clinical care services to reduce obesity, STDs, substance abuse, and mental health disorders

UH Improving Community Health

- University Eye Institute: more than 50,000 patients served and \$2.9 million in indigent care annually
- Developing Federally Qualified Health Clinic to offer local integrated primary care, dental, mental health services
- Planning new medical school to improve local health disparities: 50% of grads will practice primary care; 50% will be minorities



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UHCL Center for Autism and Developmental Disabilities (CADD)

- Intervention and treatment services for children with autism
- Bilingual services for any person with language or social skills deficiencies
- Vocational assessments
- Behavioral consultations
- Family support
- Proposed satellite clinic at UHCL Pearland will serve more families near Houston



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