

A Comprehensive Approach to University of Houston System Mission

UH System Goals

Three goals (attached as Appendix A) set by the Board of Regents provide direction to all institutions of the University of Houston System. These are:

1. The City of Houston (and the Greater Houston Region) will be known for having one of the **best metropolitan systems** of higher education in the nation.
2. The system will commit to providing **access** to the people of the Greater Houston Region and the state.
3. The system will be the engine of **social and economic advancement** of the metropolitan region and the state.

UH System Principles

Nine principles (attached as Appendix B) guide the UH System entities in planning and implementing strategies toward these goals. The key descriptors embedded in these principles are:

- Synergy
- Affordable access
- Partnerships
- Distinction
- Accountability
- Strategic growth
- Excellence
- Mission-oriented branding
- Best working environment

UH System Progress Monitoring

Progress Cards (attached as Appendix C) for each of the UH System institutions serve as the monitoring tool to measure our progress toward these goals. A progress card for the entire UH System will be developed this spring.

UH System Initiatives

The UH System entities have been engaged in intense discussions to reorganize themselves as a system and to define their individual future for several months now. These discussions have led to several proposals, many of which are ready to come before the Board. Each of these proposals fit in the bigger picture of our efforts to evolve into a nationally premier system of higher education that provides affordable access to students and serves as an engine of economic and social growth to the region and the state. At this point, we have the following initiatives at various stages of development.

1. A comprehensive enrollment management plan for the UH System (under development). This plan will ensure that UH system is providing access to students and is helping close the gap for the state. The plan is currently being facilitated by Dr. Alceste Pappas. When completed, the plan will ensure that all universities of the System compliment each other in their recruitment, retention and graduation efforts. The plan will be brought to the Board at their annual retreat.
2. Revised mission statements/strategic plans (under development). All universities and campuses are revisiting their mission statements/strategic plans to ensure that they are distinct and that they help meet system goals. These mission statements/ plans will be brought to the Board at their retreat.
3. Downward expansion for UH-Victoria (approved by the BOR in October, 2008).
4. Downward expansion for UH-Clear Lake (on the agenda for the BOR December meeting)
5. Distinct branding for UH-Downtown (under consideration at the BOR December meeting)
6. The Northwest Initiative (to begin in 2009). This initiative will allow the UH System to serve the northwest region which currently remains under-served.
7. UH Campus in Sugarland (under planning). The administration of UH-Sugarland was transferred from UH-Victoria to UH in September and Mr. Dick Phillips was appointed to head it. A systematic plan to grow offerings in Sugarland is currently being developed.
8. UHS Research Institute (under discussion). This effort will allow faculty at any system institution to affiliate with other system institutions and participate in the research area of their interest and expertise. This will also allow all institutions within the system to participate in specific initiatives of other institutions.
9. UHS shared student information system (under discussion). This initiative will allow students to start in any system institution and transfer/seek advanced degree in another system institution without having to reapply/resubmit paperwork. It will create pathways that take advantage of offerings throughout the system.
10. UH-Health (under planning). This effort will allow all institutions to work under one umbrella to meet the needs of the region.

University of Houston System Goals

Goal 1: National Competitiveness

The City of Houston (and the Greater Houston Region) will be known for having one of the best metropolitan systems of higher education in the nation.

Each university within the System will benchmark itself nationally for excellence within the context of its unique mission

Goal 2: Student Success

The system will commit to providing access to the people of the Greater Houston Region and the state.

Each university within the system will make student success its top priority and will hold itself publicly accountable for achieving this goal.

Goal 3: Community Advancement

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

Each university within the system will engage with its community and will hold itself publicly accountable for contributing toward community advancement.

University of Houston System Principles

Principle 1:

The whole of the UH system should be greater than the sum of its parts.

Principle 2:

The UH system should provide access to the people of Houston throughout the Houston metropolitan region, making that access as convenient as is academically and financially possible.

Principle 3:

The UH system's institutions should be the primary providers of educational access in the Houston metropolitan region. However, they should seek partnerships with other institutions when it benefits students and when it is naturally advantageous.

Principle 4:

The UH system should establish some distinctive mission differentiation among its institutions, while still enabling them to serve the needs of their region.

Principle 5:

The UH system management structure should be as simple as is possible and should ensure clarity of responsibility and accountability.

Principle 6:

The UH system should be strategic about its enrollment growth and intentional about its tuition and other financial strategies.

Principle 7:

The UH system should ensure a standard of excellence throughout its institutions, while recognizing differences in student populations and missions.

Principle 8:

The UH system should have a clear nomenclature that will enhance international, national, state, and regional marketing and branding.

Principle 9:

The UH system should maximize opportunities for both its faculty and students to benefit from being within a system.

University of Houston System Progress Cards

- University of Houston
- University of Houston Clear Lake
- University of Houston Downtown
- University of Houston Victoria

University of Houston Progress Card

1. Nationally Competitive Research University					
	Source	Period	Jun-08	Jun-09	Jun-10
1.a. Total Research Expenditures	NSF	Fiscal year	\$ 73,542,000		
1.b. Federal Research Expenditures	NSF	Fiscal year	\$ 40,116,000		
1.c. Number of Graduate Programs ranked in Top 50	US News	Edition published	4 (2008)		
1.d. Number of Citations	UH IR ISI	Rolling 5 year	20,828		
1.e. Number of Doctorates Awarded	IPEDS	Fiscal year	239		
1.f. Number of Postdoctoral Appointees	NSF	Fall	158		

2.A. UH System: Student Success					
2.A.a. Total Enrollment	IPEDS	Fall	34,663		
2.A.b. Transfer Retention Rate (First Year)	UH IR	Fall	77%		
2.A.c. Transfer Graduation Rate (4 Year)	LBB	Fall, 4 years	58%		
2.A.d. Total Degrees Awarded	IPEDS	Fiscal year	6,961		
2.A.e. Student Satisfaction (Exiting Seniors)	NSSE	Spring	77% (2001)		

2.B. UH: Student Success					
2.B.a. FTIC Retention Rate (First Year)	IPEDS	Fall	77%		
2.B.b. FTIC Graduation Rate (6 Year)	IPEDS	Fall, 6 years	43%		
2.B.c. Percentage of Graduate/Professional Students	IPEDS	Fall	20%		
2.B.d. Freshmen Acceptance Rate	IPEDS	Fall	77%		
2.B.e. Freshman Average SAT	IPEDS	Fall	1055		
2.B.f. Course Completion Rate	THECB	Fall	94.4%		
2.B.g. Student Satisfaction (All Students)	UH SA	Fiscal year	NA		

3. Community Advancement					
3.a. Percent Baccalaureate Graduates Enrolled or Employed within One Year	THECB	Fiscal year	83%		
3.b. Number of Courses with Community Engagement Activities Offered Annually	UH IR	Fiscal year	537		
3.c. Research Awards with Community Emphasis	UH Research	Fiscal year	121		

4. Athletics Competitiveness					
4.a. University Athletics Overall Academic Progress Rate	NCAA	Fiscal year	944		
4.b. Total Team Sports Wins	NCAA	Fiscal year	185		
4.c. C-USA Championships (Individual/Team)	UH Athletics	Fiscal year	10 / 4		
4.d. NCAA Post Season Qualifiers (Individual/Team)	UH Athletics	Fiscal year	36 / 5		
4.e. Attendance (Average) Football / Men's Basketball	UH Athletics	Fiscal year	19,627 / 4,342		

5. Local and National Recognition					
Measures under development					

6. Competitive Resources					
6.a. Total State Appropriations per FTE Student	THECB	Fiscal year	\$ 6,695		
6.b. Total Expenditures per FTE Student	THECB	Fiscal year	\$ 19,413		
6.c. Endowment	UH A&F	Fiscal year	\$ 402,000,000		
6.d. Total Annual Giving	VSE	Fiscal year	\$ 48,600,000		
6.e. Alumni Giving Rate	US News	Fiscal year	5.30%		

University of Houston - Clear Lake Progress Card

1. National Competitive University		Source	Period	Jun-08	Jun-09	Jun-10
1.a. Total Research Expenditures	NSF	Fiscal Year	\$1,249,000			
1.b. Federal Research Expenditures	NSF	Fiscal Year	\$159,000			
1.c. Total Sponsored Program Expenditures	UHCL	Fiscal Year	\$2,518,000			
1.d. Number of Specialized Accredited Programs	UHCL	Fiscal Year	10			
1.e. Master's degrees awarded compared to peers (Note 1) (UHCL / peer group median)	IPEDS	FY2007	1,014 / 424			
2.A. UHCL: Student Success						
2.A.a. Total Enrollment	IPEDS	Fall 2007	7,522			
2.A.b. Transfer retention rate (first year)	LBB	FY2007	82.5%			
2.A.c. Transfer graduation rate (4 years)	LBB	Fall 2007, 4 years	73.5%			
2.A.d. Total degrees awarded	IPEDS	FY2007	2,131			
2.A.e. Student satisfaction (existing seniors)	NSSE	Spring 2008	82%			
2.B. UHCL Student Success						
2.B.a. Hispanic Transfer retention rate (first year)	LBB	FY2007	87%			
2.B.b. Hispanic Transfer graduation rate (4 years)	LBB	Fall 2007, 4 years	80%			
2.B.c. Degrees awarded compared to all 12 Master's universities	THECB	FY2007	2,171; ranked #1			
2.B.d. Bachelor's degrees awarded compared to peers (UHCL / peer group median)	IPEDS	FY2007	1,117 / 1039			
2.B.e. Student rating on NSSE Item "If you could start over again, would you go to the same institution you are now attending?"	NSSE	Spring 2008	84%			
2.B.f. Percent of graduating students responded "yes" to "Would you recommend UHCL to friends and family?"	Graduating Students Survey	Fall 2007	89% (ugrd), 92% (grad); overall (90%)			
2.B.g. Pass rate on certification exam - education	LBB	FY2007	92.8%			
2.B.h. Course Completion Rates	LBB	FY2007	93.5%			
3. Community Advancement						
3.a. Percent Baccalaureate Graduates Enrolled or Employed within one year	THECB	Fiscal Year	85%			
3.b. Number of courses with community engagement activities offered annually	CBM004	Summer07, Fall07, Spring08	231			
3.c. Number of community partnerships	UHCL	Fiscal Year	80			
4. Competitive Resources						
4.a. Total state appropriations per FTE student	THECB	Fiscal Year	\$6,276			
4.b. Total expenditures per FTE Student	THECB	Fiscal Year	\$13,717			
4.c. Endowment	NACUBO	Fiscal Year	\$16,370,673			
4.d. Total annual giving	VSE	Fiscal Year	\$614,000			

University of Houston-Downtown Progress Card

1. National Competitiveness		Source	Period	Jun-08	Jun-09	Jun-10
1.a. Total research expenditures	NSF	Fiscal year	\$175,000			
1.b. Federal research expenditures	NSF	Fiscal year	\$123,000			
1.c. Set asides for Hispanic Serving Institutions (HSI)	UHD Sponsored Programs	Fiscal year	\$1,631,701			
2.A. UH System: Student Success						
2.A.a. Total enrollment	IPEDS	Fall	11,793			
2.A.b. Transfer retention rate (first year)	LBB	Fall	75.56%			
2.A.c. Transfer graduation rate (4 year)	UHD IR	Fall, 4 yrs	64.10%			
2.A.d. Total degrees awarded	IPEDS	Jul - Jun	1,982			
2.A.e. Student satisfaction (exiting seniors)	NSSE	Spring	84.44% (2005)			
2.B. Student Success						
2.B.a. FTIC retention rate (1 yr)	LBB	Fall	56.00%			
2.B.b. FTIC graduation rate (6 yr)	LBB	Fall, 6 yrs	15.42%			
2.B.c. FTIC graduation and persistence rate (6 yr)	THECB	Fiscal year	45.2% (FY 2006)			
2.B.d. Number of degrees awarded in key fields	THECB	Fiscal year	104 (FY 2007)			
2.B.e. Pass rate on certification exam - education	LBB	Fiscal year	93.75%			
2.B.f. Course completion rate	THECB	Fall	92.64%			
3. Community Advancement						
3.a. Percent baccalaureate graduates employed or enrolled within one year	THECB	Fiscal year	88.2% (FY 2006)			
3.b. Number of courses with community engagement activities offered annually	UHD IR	Fiscal year	118			
3.c. Number of dual credit students	UHD IR	Fall	14			
4. Access						
4.a. Percent of students receiving Pell grant	THECB	Fiscal year	36.5% (FY 2006)			
4.b. Number of community college transfer students enrolled	LBB	Fall	4,479			
4.c. Number of minority students enrolled	LBB	Fall	7,232			
4.d. Affordability - ranking in state	THECB and UHD IR	Fiscal year	5 of 34			
5. Competitive Resources/Operational Effectiveness						
5.a. State appropriations per student	THECB	Fiscal year	\$3,817			
5.b. Total Expenditures per FTE Student	THECB	Fiscal year	\$10,838			
5.c. Endowment	UH A&F	Fiscal year	\$29,597,641			
5.d. Total annual giving	VSE	Fiscal year	\$2,548,000			
5.e. Amount expended for administrative costs as a % of operating budget	LBB	Fiscal year	17.63%			

University of Houston - Victoria Progress Card

1. Nationally Competitive University		SOURCE	PERIOD	Jun-08	Jun-09	Jun-10
1.a.	Percentage of Graduates in Critical Fields (Nursing/Education/STEM/ACC)	UHVIR	Fiscal Year	36.4%		
1.b.	Number of Specialized Accredited Programs	UHVIR	Fiscal Year	1		

2.A. UH System: Student Success						
2.A.a.	Total Enrollment	IPEDS	Fall	2,784		
2.A.b.	Transfer Retention Rate (first year)	LBB	Fall	79.6%		
2.A.c.	Transfer Graduation Rate (four year)	LBB	Fall	77.9%		
2.A.d.	Total Degrees Awarded	IPEDS	Fiscal Year	704		
2.A.e.	Student Satisfaction (exiting seniors)	NSSE	Spring	NA		

2.B. UHV: Student Success						
2.B.a.	Percentage of Graduate and Professional Students	IPEDS	Fall	49%		
2.B.b.	Pass Rate on Certification Exams - Education	LBB	Fall	83.20%		
2.B.c.	Pass Rate on Certification Exams - Nursing	CB	Fall	NA		
2.B.d.	Underrepresented Group Graduation Rates	LBB	Fall	65.20%		
2.B.e.	Course Completion Rates	CB	Fall	91.40%		

3. Community Advancement						
3.a.	Percent Baccalaureate Graduate Enrolled or Employed within One Year	CB	Fiscal Year	89%		
3.b.	Number of courses with community engagement activities offered annually	UHVIR	Fiscal Year	94		
3.c.	Small Business Development Center Contributions (Capital Raised)	SBA	Fiscal Year	\$10,099,761		

4. Access and Outreach						
4.a.	Enrollment of Underrepresented Students	LBB	Fiscal Year	1030		
4.b.	First Generation College Student Graduation Rates	LBB	Fiscal Year	40.20%		
4.c.	Online and Distance Education (courses offered/students enrolled)	UHVIR	Fall	206/4,983		
4.d.	Affordability - Ranking in State	CB	Fall	6 of 34		

5. Athletics Competitiveness						
5.a.	Total Team Sports Wins (Baseball/Softball)	NAIA	Fiscal Year	29/32		
5.b.	Total Season Attendance	UHV-Athletics	Fiscal Year	12,000		
5.c.	Post-season Qualifiers	NAIA	Fiscal Year	1		

6. Competitive Resources						
6.a.	Total State Appropriations per FTE Student	CB	Fiscal Year	\$7,939		
6.b.	Total Expenditures per FTE Student	CB	Fiscal Year	\$16,444		
6.c.	Endowment	NACUBO	Fiscal Year	\$12,363,782		
6.d.	Total Annual Giving	VSE	Fiscal Year	\$682,000		