

“Impact 2025 and Beyond”

Strategic Plan Report

Summer 2026

TABLE OF CONTENTS	
01 Executive Summary	3
02 Impact 2025 By the Numbers	5
03 Strategic Framework Overview	6
STRATEGIC PRIORITY RESULTS	
04 Student and Faculty Success	8
05 Elevated Recognition and Profile	11
06 Fiscal Responsiveness.....	13
07 Operational Excellence and Efficiency	15
INSTITUTIONAL IMPACT	
08 Overall Institutional Impact	17
FUTURE PLANNING	
09 Looking Ahead.....	18
• Strategic Planning Timeline	
• Bridge Year Priorities	
• Next Plan Development	
APPENDICES	
Appendix A Strategic Framework.....	19
Appendix B Core Values	20
Appendix C Strategic Themes	21
Appendix D Strategic Objectives	22
Appendix E Metrics Inventory	26
Appendix F Internal Data Dictionary and Glossary	29

“IMPACT 2025 AND BEYOND” STRATEGIC PLAN SUMMARY REPORT

Executive Summary

Since its adoption in 2020, **Impact 2025 and Beyond** has guided the University of Houston-Clear Lake's efforts to strengthen student success, advance academic excellence, improve institutional effectiveness, and position the university for long-term sustainability. Grounded in the Three Ts framework of **Transforming student lives, Translating knowledge into practical solutions, and Transcending individual and institutional boundaries**, the plan established a shared vision for advancing UHCL's mission while responding to the evolving needs of students, employers, and the region.

Over the course of the strategic plan, UHCL achieved measurable progress across each of its strategic priorities. The university strengthened student success, expanded its regional and national profile, improved financial sustainability, and modernized operations to better support students, faculty, staff, and community partners.

Transforming Student and Faculty Success

UHCL enhanced student access, engagement, and achievement through targeted investments in enrollment, academic support, experiential learning, and affordability. First-time-in-college enrollment increased nearly 30 percent, growing from 363 to 473 students, while FTIC retention improved from 66.5 percent to 73.8 percent. More than 1,550 internships were completed by over 1,020 students, connecting classroom learning to workforce experience and strengthening career readiness. The university distributed more than \$3.8 million in student support through basic needs assistance, scholarships, and veteran benefits, while endowment assets increased 45 percent, from \$27.9 million to \$40.5 million.

UHCL also expanded academic innovation through new degree offerings in Aerospace Engineering, Nursing Leadership, and Commercialization of Space, increased faculty participation in professional development from 73 percent to 82 percent, and strengthened research infrastructure through new leadership and streamlined research support processes.

Elevating Recognition and Regional Impact

UHCL significantly expanded its visibility, partnerships, and reputation. Earned media mentions increased from 139 to 894 annually, and the university established more than 120 new external partnerships to support student success, workforce development, and community engagement. UHCL's growing influence was reflected in its transition from the Regional Universities category to the National Universities category and improved national rankings. The university also earned recognition for social mobility and nationally ranked online programs, reinforcing its reputation as a student-centered institution committed to opportunity and excellence.

Strengthening Financial Sustainability

Through disciplined financial stewardship and strategic investment, UHCL made substantial progress toward long-term sustainability. The university implemented a financial model designed to eliminate reliance on fund balances by FY2028, increased non-tuition revenue by \$2.1 million, and expanded philanthropic support through new donor initiatives and partnerships. Research expenditures increased by 126 percent, while more than \$7 million in experiential learning and student development partnerships were secured. Simultaneously, the university eliminated more than \$5 million in vacant and dormant positions and held operating cost growth to approximately 5.8 percent during a period in which inflation increased roughly 25 percent.

Advancing Operational Excellence

UHCL modernized university operations through strategic investments in technology, analytics, and organizational effectiveness. Major technology implementations included Canvas, Slate CRM, Clarity Portal, Power BI, Concur, and Simple Syllabus. These initiatives improved access to institutional data, strengthened decision-making, standardized business processes, enhanced enrollment communications, and expanded organizational effectiveness across the university. The Clarity Portal data warehouse and Power BI reporting environment established a stronger foundation for performance management and continuous improvement.

Building on Success

Collectively, the accomplishments achieved through **Impact 2025 and Beyond** have strengthened UHCL's academic, financial, and operational foundation while expanding its capacity to serve students and the communities it impacts. The university enters its next planning cycle with stronger enrollment trends, improved student outcomes, increased research activity, broader community partnerships, enhanced visibility, modernized infrastructure, and a more sustainable financial model.

Planning for UHCL's next strategic plan will begin in Fall 2026, with a university-wide planning process culminating in the launch of a new strategic plan in Fall 2027. During the 2026-2027 bridge year, the university will continue to use the four strategic priorities of Student and Faculty Success, Elevated Recognition and Profile, Fiscal Responsiveness, and Operational Excellence and Efficiency to guide planning, assessment, and institutional decision-making while shaping the next phase of UHCL's strategic direction.

By the Numbers

• +30% FTIC enrollment growth • 73.8% FTIC retention rate • 1,550+ internship experiences • \$3.8M student support provided • 45% growth in endowment assets • 796 community and workforce events • 9562 community and workforce participants	• 126% increase in total research expenditures • 120+ new external partnerships • 894 annual earned media mentions • \$7M+ partnership investment secured • \$5M+ in cost reductions achieved • 506 professional education participants
--	---

Strategic Framework

 University of Houston Clear Lake	IMPACT 2025 and BEYOND	<i>Strategic Plan</i>
VISION University of Houston-Clear Lake will lead as a learner-centered university dedicated to achieving national prominence in transformative education grounded in creative activities, innovative research, and community partnerships that serve regional, state, and global locations. UHCL launches your future!		
MISSION University of Houston-Clear Lake places its highest priority on serving a diverse body of students in every aspect of their university experience. UHCL's teacher scholars provide high quality, student-centered undergraduate and graduate programs that prepare students to thrive in a competitive workplace and to make meaningful contributions to their communities. UHCL fosters critical thinking and lifelong learning through a strong legacy of vibrant community partnerships complementing its historical focus on teaching, research, creative activity, and service.		

Three Ts Formula for Success

$$\text{Transform} + \text{Translate} + \text{Transcend} = \text{UHCL Impact}$$



TRANSFORM: We TRANSFORM student lives through experiential learning and workforce readiness, using highly credentialed faculty with real-world experience to focus on all of the communities we serve, including first-generation students and lifelong learners.

TRANSLATE: We TRANSLATE knowledge into actionable solutions and interventions by generating, applying, and communicating best practices, research, and discovery learning through multidisciplinary approaches in order to solve crucial institutional, social, and scientific problems.

TRANSCEND: We TRANSCEND individual and institutional boundaries to collaborate and foster industry and community partnerships in order to develop our economy, our educational systems, our physical and social ecology, and our quality of life.

The following strategic priorities guided implementation during the final phase of *Impact 2025 and Beyond* and provide the framework for reporting the university's accomplishments throughout this report.

Strategic Priorities			
Student And Faculty Success <i>Deliver an exceptional academic experience by strengthening student success, empowering faculty, expanding experiential learning and fostering innovation that prepares graduates for meaningful careers and lifelong learning.</i>		Elevated Recognition and Profile <i>Strengthen UHCL's reputation as a nationally recognized university and trusted regional partner through academic excellence, community engagement, innovation and strategic partnerships.</i>	
Fiscal Responsiveness <i>Strengthen the university's long-term financial sustainability through responsible stewardship, strategic investment, operational efficiency and the alignment of resources with institutional priorities</i>		Operational Excellence and Efficiency <i>Strengthen institutional effectiveness through technology, data-informed decision-making, efficient operations and clear communication that support student success and organizational excellence.</i>	

STRATEGIC PRIORITY RESULTS

and

**RECOMMENDATIONS FOR POSSIBLE FUTURE
MEASUREMENT**

STUDENT AND FACULTY SUCCESS

UHCL improved student access, retention, career readiness, affordability, and research capacity through coordinated investments in student support, experiential learning, and academic excellence.

Priority Outcomes at a Glance

- Increased enrollment and retention
- Expanded experiential learning opportunities
- Enhanced affordability and student support
- Increased research activity and faculty development
- Introduced workforce-focused academic programs

Key Performance Indicators

KPI	Result *
FTIC Enrollment	363 → 473 (+30%)
FTIC Retention	66.5% → 73.8%
Internship Experiences	1,550+
Internship Participants	1,020+
Student Support Distributed	\$3.8 Million
Endowment Assets	\$27.9M → \$40.5M
Faculty Development Participation	73% → 82%
Research Expenditures (FY22-FY 25)	+126% (\$1.8 M to \$4,082,000)

* Note: Period measured is FY'21 unless otherwise indicated. This is due to lack of available data or realistic comparisons due to impact of COVID on operations and activity.

Strengthening Student Access, Success, and Engagement

UHCL enhanced the student experience by creating more coordinated pathways that support recruitment, retention, engagement, and completion. Cross-divisional collaboration among enrollment, academic, and student affairs units improved student support systems and strengthened the student lifecycle experience.

Key Outcomes

- New First-Time-in-College (FTIC) enrollment increased from 363 to 473 students.
- FTIC retention improved from 66.5% in AY2023 to 73.8% in AY2025.
- Student engagement was strengthened through expanded campus programming, revised orientation programs, and enhanced enrollment support services.
- Cross-functional teams were established to improve student pathways, including coordinated efforts among Admissions, Advising, Orientation, Academic Affairs, and Student Affairs.

- Increased investment provided an expansion of the embedded tutoring program.

Expanding Experiential Learning and Career Readiness

Experiential learning became a defining element of the UHCL student experience through significantly increased opportunities for students to connect classroom learning with real-world experiences through internships, service learning, industry partnerships, and career development initiatives.

Key Outcomes

- More than 1,550 internship experiences were provided to over 1,020 students.
- ELITE Partnership placements (Boeing, KBR, V2X), Hawk WISE internship scholarships, and aerospace-industry partnerships were expanded for increased experiential learning opportunities.
- Twenty-one new employer and community partnerships were established.
- Student satisfaction with experiential learning opportunities increased to 84%.
- Through UHCL Pearland, professional and continuing education programming expanded workforce development opportunities through 25 courses, five conferences, and more than 500 participants.

Advancing Faculty Excellence and Academic Innovation

Investments in leadership, faculty development, and research infrastructure enhanced teaching effectiveness, scholarship, and student learning opportunities.

Key Outcomes

- Total research expenditures increased 33%, including an 84% increase in federal research expenditures.
- Undergraduate research opportunities expanded across the university.
- Research proposal and submission processes were streamlined.
- Faculty participation in professional development increased from 73% to 82%.
- An Executive Director for the Center for Faculty Development and an Associate Provost for Research were hired.

Increasing Affordability and Student Support

UHCL expanded scholarship programs and philanthropic support to improve access, reduce financial barriers, and increase educational opportunity.

Key Outcomes

- Endowment assets increased by 45%, growing from \$27.9 million to \$40.5 million.
- Scholarships were established for students participating in required unpaid internships.
- Hawk Promise Scholarship eligibility was expanded to include transfer students.

- The President's Excellence Fund was created to enhance student support.
- \$3.8 million in student support was provided through basic needs assistance, veteran benefits and Hawk Excellence Award scholarships.

Curricular Innovation and Workforce Readiness

UHCL implemented new academic programs, established support for teacher education, and expanded its presence through a new location at the Texas Medical Center.

Key Outcomes

- New academic programs: BS in Aerospace Engineering, MBA Concentration in the Commercialization of Space, and MS in Nursing Leadership.
- Improved course completion by 3% to 95.9%.
- Expanded UHCL's presence at the Texas Medical Center location to house the Healthcare Administration program, increasing access to healthcare professionals and strengthening connections to one of the nation's largest healthcare and research ecosystems.
- Established the STEP (Student Teacher Excellence in Preparation) program with \$1 million in State funding for scholarships and expanded placement to 9 school districts.
- Students gained increased exposure to global perspectives, cultural competency, and diverse viewpoints across academic programs.

Future Measures to Consider

- Graduation rates
- Career placement rates
- Internship participation
- Undergraduate research participation
- Student engagement metrics

ELEVATED RECOGNITION AND PROFILE

UHCL strengthened its reputation and regional influence through increased visibility, expanded partnerships, and enhanced recognition of its academic and community impact.

Priority Outcomes at a Glance

- Achieved National University classification
- Expanded community and industry partnerships
- Increased visibility and media presence
- Strengthened institutional brand awareness
- Enhanced regional influence

Key Performance Indicators

KPI	Result
National University Classification	Achieved
National Ranking – Public Universities	360 → 315
Earned Media Mentions	139 → 894
Community & Strategic Partnerships	469 → 671
New External Partnerships	120+
Community & Workforce Events Hosted	796
Community & Workforce Participants	9,562
Community & Corporate Organizations Engaged	21

- Events Hosted: +28% (FY24-FY25)
- Participants Engaged: +40% (FY24-FY25)

Strengthening Institutional Identity and Brand Awareness

UHCL invested in a comprehensive brand strategy to better communicate its value, elevate awareness, and strengthen market positioning.

Key Outcomes

- A comprehensive brand identity study was completed.
- The university launched the “Inspire Higher” brand campaign.
- Earned media mentions increased from 139 to 894 annually.

Expanding Community and Industry Partnerships

Strong partnerships with industry, civic organizations, and regional stakeholders increased UHCL's visibility and community impact by supporting workforce development and experiential learning.

Key Outcomes

- Community and strategic partnerships increased from 469 to 671 engagements.
- Faculty and staff expanded leadership roles in community, chamber, healthcare, and economic development organizations.
- More than 120 new external partnerships were established to support student success and institutional visibility.
- Faculty-led collaborative community programming generated significant regional engagement.
- UHCL Pearland hosted 796 events and welcomed 9,562 participants during FY25, representing a 28% increase in events and a 40% increase in participation over FY24 while expanding community partnerships and regional engagement.

Enhancing Institutional Reputation and Recognition

UHCL strengthened its academic reputation through national recognition while also increasing public familiarity and positive perceptions within the communities it serves.

Key Outcomes

- University rankings improved from 360 to 315.
- UHCL transitioned from the “Regional” to the “National” university category.
- The university earned recognition for Social Mobility and multiple nationally ranked online programs.

Future Measures to Consider

- Brand awareness
- Community impact indicators
- Employer engagement
- Alumni engagement
- Partnership outcomes

FISCAL RESPONSIVENESS

UHCL advanced financial sustainability by aligning resources with strategic priorities, diversifying revenue sources, and implementing responsible stewardship practices.

Priority Outcomes at a Glance

- Strengthened long-term financial sustainability
- Diversified revenue streams
- Expanded research and philanthropic support
- Implemented strategic cost reductions
- Improved stewardship and resource alignment

Key Performance Indicators

KPI	Result
Research Expenditures (FY 22-25)	+126%
Non-Tuition Revenue Growth	+\$2.1 Million
Endowment Assets	+45%
Partnership Investments	\$7+ Million
Cost Reductions	\$5+ Million
Operating Cost Growth	5.8%
Inflation During Same Period	~25%

Building a Sustainable Financial Future

UHCL implemented new budgeting and financial management practices designed to improve long-term financial stability and reduce reliance on reserves.

Key Outcomes

- Developed a financial model that will eliminate reliance on fund balances by FY2028.
- Implemented new budget oversight and monitoring processes.
- Improved budget management processes and practices to better align investments with strategic priorities.
- Improved communication and collaboration across business and academic operations.

Strengthening Enrollment and Revenue Generation

UHCL strengthened enrollment operations through organizational restructuring, investments in marketing, and improvements to the prospective student experience.

Key Outcomes

- Recruitment and admissions functions were reorganized under new leadership.
- New recruiting territories and enrollment strategies were implemented.
- A Student Welcome and Enrollment Center was established.
- Enrollment marketing investments increased by \$1.5 million.
- New student enrollment increased in FTIC and in doctoral programs.

Diversifying Funding and Expanding Research Support

The university increased external funding opportunities through research growth, partnerships, and philanthropic engagement.

Key Outcomes

- Non-tuition revenue increased by \$2.1 million
- Research expenditures increased by 126%.
- More than \$7 million in experiential learning and student development partnerships were secured.
- The President's Council was established to strengthen advancement and philanthropic support.
- The 1974 Society was established in 2024 with over \$1.5 million in cash or pledged support.

Improving Efficiency and Cost Management

Strategic cost-reduction efforts allowed the university to manage inflationary pressures while continuing to invest in priority initiatives.

Key Outcomes

- Average operating costs increased only 5.8% during a period when CPI increased approximately 25%.
- Budget reductions of 6% in FY2025 and 18% in FY2026 were successfully implemented.
- More than \$5 million in vacant and dormant positions were eliminated.
- Reviews of contracts, subscriptions, and business processes generated additional operational savings.

Future Metrics to Consider

- Operating Margin
- Net Tuition Revenue
- Non-Tuition Revenue Growth
- Research Expenditures
- Endowment and Philanthropic Growth

OPERATIONAL EXCELLENCE AND EFFICIENCY

UHCL modernized operations through technology investments, enhanced analytics, streamlined processes, and stronger organizational performance.

Priority Outcomes at a Glance

- Modernized technology infrastructure
- Expanded data and analytics capabilities
- Strengthened organizational effectiveness
- Improved communication and decision-making
- Streamlined business processes

Key Performance Indicators

KPI	Result
Canvas LMS	Implemented
Slate CRM	Implemented
Clarity Portal	Operational
Power BI Reporting	Expanded
Concur	Implemented
Standardized Job Descriptions	Completed

Modernizing Technology and Digital Infrastructure

UHCL expanded the use of technology to improve academic, administrative, and student-facing services.

Key Outcomes

- Canvas was implemented as the university's learning management system.
- Simple Syllabus, Concur Travel, and DocuSign platforms were introduced.
- Redundant software contracts and underutilized subscriptions were reduced.
- Technology initiative engagement reached 49% of dedicated project time.
- The Clarity Portal data warehouse became operational with historical institutional data.
- Power BI reporting tools expanded access to actionable metrics and dashboards.

Strengthening Organizational Performance and Workforce Alignment

UHCL improved performance management practices while ensuring employee responsibilities were more closely aligned with institutional needs.

Key Outcomes

- University job descriptions were revised and standardized.
- Annual evaluation processes were redesigned around core competencies and simplified performance measures.
- Professional development expectations were incorporated into annual employee goals.

Enhancing Communication and Process Effectiveness

UHCL improved communication infrastructure and established more coordinated approaches to information sharing and stakeholder engagement.

Key Outcomes

- Slate CRM was implemented to support enrollment communication and recruitment efforts.
- Investment in enrollment communications and marketing capacity strengthened recruitment and retention support.
- Website modernization efforts began with a redesigned style guide and planning for a new institutional website platform.

Future Metrics to Consider

- Employee Engagement
- Technology Adoption Rate
- Dashboard/Data Utilization
- Process Cycle-Time Reduction

OVERALL INSTITUTIONAL IMPACT

Student Success and Educational Achievement

FTIC enrollment increased by more than 30%, retention improved to 73.8%, more than 1,550 internship experiences were completed, and over \$3.8 million was invested in student support. Together, these efforts expanded access, strengthened student success, and improved career readiness.

Faculty Excellence and Research Growth

Research expenditures increased 126%, research infrastructure expanded, proposal development processes improved, and new leadership positions strengthened faculty development and scholarly activity. These investments significantly increased UHCL's research capacity and institutional impact.

Community Impact and Institutional Reputation

UHCL strengthened its regional influence through expanded partnerships, workforce-focused programming, the continued growth of UHCL Pearland, and an expanded presence at the Texas Medical Center location, further enhancing the university's visibility and connections to key industry sectors; increased earned media visibility from 139 to 894 mentions annually; and achieved designation as a National University. These accomplishments strengthened the university's reputation and expanded its role as a regional educational and workforce development leader.

Financial Sustainability and Stewardship

The university improved its long-term financial outlook through strategic cost management, revenue diversification, expanded philanthropic support, and a financial model designed to eliminate reliance on fund balances by FY2028.

Operational Excellence and Institutional Capacity

Technology modernization, expanded analytics capabilities, and operational improvements strengthened institutional effectiveness and positioned UHCL for future growth and continuous improvement.

A Stronger University for the Future

Collectively, the accomplishments achieved through *Impact 2025 and Beyond* transformed UHCL's academic, research, financial, and operational foundation. The university enters its next planning cycle with stronger enrollment trends, expanded

research activity, enhanced visibility, deeper community partnerships, modernized infrastructure, and a more sustainable financial model.

LOOKING AHEAD

Lessons Learned

Key observations from the entire “Impact 2025 and Beyond” planning and implementation process are listed below. These lessons learned provide opportunities for consideration in the development of the next strategic plan.

- Clear executive sponsorship and cross-functional ownership appeared to support the areas of strongest progress.
- Technology modernization expanded institutional capacity, while also demonstrating that implementation is only the first phase; adoption and measurable impact ultimately determine the value of these investments.
- Existing student success measures provided important insight into FTIC outcomes, while revealing an opportunity to build a more comprehensive view across transfer, graduate, online, adult, and other student populations.
- Variation in baselines, targets, ownership, and reporting practices made some objectives more difficult to assess consistently, highlighting the value of establishing the measurement architecture at the beginning of the planning cycle.
- The implementation experience underscored the importance of connecting strategic priorities with resource allocation decisions, accountable ownership, and regular performance review.

Planning for UHCL's next strategic plan will begin in Fall 2026 and culminate with implementation in Fall 2027. During the 2026-2027 bridge year, the university will continue using the four strategic priorities as the institutional framework for planning, assessment, resource allocation, and decision-making while engaging stakeholders in defining the next chapter of UHCL's future.

Planned Timeline

Fall 2026

- Strategic planning launch
- Environmental scanning
- Stakeholder engagement

Spring 2027

- Draft strategic priorities
- Institutional review and refinement

Summer 2027

- Final plan development

Fall 2027

- Launch of the next strategic plan

APPENDIX A: “Impact 2025” Strategic Framework

VISION

National prominence through transformative education, research, and community partnerships

MISSION

Student-centered learning • Research • Service • Impact

THREE Ts FRAMEWORK

TRANSFORM	TRANSLATE	TRANSCEND
Student Lives	Knowledge into Solutions	Individual and Institutional Boundaries to Collaborate

STRATEGIC PRIORITIES

Student and Faculty Success	Elevated Recognition and Profile	Fiscal Responsiveness	Operational Excellence and Efficiency
-----------------------------	----------------------------------	-----------------------	---------------------------------------

IMPACT 2025 RESULTS

 Student Success - Enrollment Growth - Improved Retention 1,550 Internship Experiences	 Recognition & Visibility - National University Status 120+ New Partnerships - Expanded Brand Awareness	 Financial Sustainability - Research Growth - Revenue Diversification - Cost Reduction & Stewardship	 Institutional Modernization - Canvas, Slate, Power BI - Clarity Portal - Improved Business Processes
--	---	--	---

CORE VALUES

LEARNER-FOCUSED – TRANSFORMATION – INNOVATION – WELCOMING COMMUNITY
RESILIENCE – SERVICE – INTEGRITY -- SUSTAINABILITY

- 1. Learner-focused:** UHCL is committed to maintaining and building strong degree plans that foster creativity and critical thinking. We are invested in our students and are committed to their growth, development, and transformation.
Impact: Inspire individuals to grow to their fullest potential.
- 2. Transformation:** UHCL empowers individuals to learn, grow, and develop as leaders and contributors. We support and foster leadership and collaboration among students, faculty, and staff.
Impact: Forge visionary leaders who are agents of change in their fields.
- 3. Innovation:** UHCL cultivates fearless imagination when creating new programs, teaching methods, and research opportunities that prepare students to meet the challenges of a changing global economy. We are attuned to social, economic, and environmental changes and respond to them with timely action.
Impact: Deliver solutions to the challenges of today and tomorrow.
- 4. Welcoming Community:** UHCL embraces openness to students, staff, faculty, and partners from all the communities we serve. We distinguish ourselves by providing a welcoming learning environment with respect and care for all.
Impact: Create an inclusive community that develops well-rounded individuals who contribute to the global society.
- 5. Resilience:** UHCL embodies the perseverance, passion, commitment, resolve, and grit to bring positive change to the university and community.
Impact: Evolve as a community to persevere through challenges and adversity.
- 6. Service:** UHCL is committed to community values, partnerships, and collaboration, fostering a service culture amongst faculty, staff, and students. UHCL maintains strong, sustainable relationships by engaging various stakeholders to achieve mutual goals and objectives.
Impact: Develop leaders who foster the growth and well-being of the communities they serve.
- 7. Integrity:** UHCL fosters honesty and trust among all internal and external constituents. We are committed to our values and to being accountable to our constituency in an atmosphere of generosity and kindness.
Impact: Build a community of trusted individuals.
- 8. Sustainability:** UHCL maintains stewardship over resources, including but not limited to university finances and operations, as well as the socio-physical environment.
Impact: Make a difference in our world for generations to come.

APPENDIX C: Strategic Themes

STRATEGIC THEMES	
Educational Achievement • Provide innovative and experiential learning opportunities that promote student success. • Strengthen interdisciplinary collaborations across the university that enhance the students' experience throughout their academic and professional careers. • Support educational experiences through the optimization and stewardship of educational resources.	Welcoming Culture • Foster an environment that values all communities of students, faculty, staff, external constituents, and partners. • Support all campus communities that we serve, resulting in meaningful engagement and a positive campus climate. • Achieve development and advancement through institutional programming focused on cultural and global awareness.
Innovation through Collaboration • Create student opportunities involving internal and external partnerships that engage the community, alumni, employees, and educational institutions, empowering students to make positive contributions to society. • Obtain new knowledge generated by innovative scholarly activities produced by partners, students, and faculty in response to societal opportunities and challenges.	University Identity • Achieve recognition as an institution that delivers distinctive integrated learning opportunities that invest in stakeholder experiences. • Commit to investment in human capital and innovative leadership that maximizes the quality of the social, economic, and cultural environment.

Appendix D: Strategic Objectives

The original Impact 2025 and Beyond Strategic Plan included 15 strategic objectives organized under four strategic priorities. The following tables summarize the purpose and intent of each objective and document how they were aligned to the final reporting framework used during the implementation period.

Student and Faculty Success

Objective	Strategic Intent
Objective 1: Improve Value of a Welcoming Culture	Foster a campus environment that values respect, belonging, and engagement.
Objective 3: Improve Learning Resources	Expand academic, career, and experiential learning resources to support student success.
Objective 5: Improve Cultural and Global Awareness	Strengthen cross-cultural competency and global perspectives.
Objective 7: Improve Student Experience Process	Improve access, engagement, and success pathways for all students.
Objective 13: Improve UHCL Experience	Enhance student, alumni, faculty, and staff connections and engagement.

Elevated Recognition and Profile

Objective	Strategic Intent
Objective 6: Improve Collaborative Community Presence	Create partnerships and collaborative programs that expand university impact and community engagement.
Objective 14: Increase Innovation	Support new ideas, solutions, and approaches through creativity, collaboration, and informed risk-taking.
Objective 15: Increase University Recognition	Strengthen awareness of UHCL as an educational, community, and economic resource.

Fiscal Responsiveness

Objective	Strategic Intent
Objective 10: Increase Revenue	Expand and diversify revenue sources to support strategic investments and long-term institutional sustainability.
Objective 11: Improve Alignment of Resources	Align financial, human, and operational resources with institutional priorities while supporting employee development and organizational effectiveness.
Objective 12: Reduce Costs	Improve efficiency and optimize operations to reduce costs while maintaining institutional quality and effectiveness.

Operational Excellence and Efficiency

Objective	Strategic Intent
Objective 2: Improve Technology	Expand and leverage technology to enhance academic, administrative, and student support functions across the university.
Objective 4: Improve Workload Management	Create efficient, collaborative work environments that align responsibilities, promote innovation, and support organizational effectiveness.
Objective 8: Improve Business and Academic Operations	Increase the effectiveness and productivity of university resources, processes, and operations that support institutional goals.
Objective 9: Improve Communication	Strengthen internal and external communication through coordinated messaging, stakeholder engagement, and effective information-sharing practices.

STUDENT AND FACULTY SUCCESS

Deliver an exceptional academic experience by strengthening student success, empowering faculty, expanding experiential learning, and fostering innovation that prepares graduates for meaningful careers and lifelong learning.

Objective 1. Improve Value of a Welcoming Culture - Foster a campus culture that promotes an environment of respect and appreciates individual differences, thus maximizing the potential contributions of all.

Objective 3. Improve Learning Resources - Develop resources that will enable the community-at-large to achieve their academic and career goals, including internship opportunities, career advising, professional development, academic support, study abroad opportunities, and faculty engagement in student spaces. Increase on- and off-campus resources that will enhance experiences for traditional and non-traditional students.

Objective 5. Improve Cultural and Global Awareness - Develop competencies and capacities that recognize individuals and groups with diverse backgrounds and experiences. Infuse awareness into learning, training and outreach opportunities as a means of increasing critical and flexible thinking skills, the use of multiple perspectives, global awareness, and cross-cultural competency.

Objective 7. Improve Student Experience Process - Increase access, success, and engagement pathways for all types of students, including domestic, international, residential, commuter, graduate, and undergraduate students.

Objective 13. Improve UHCL Experience - Increase partnerships with alumni, improve student demonstration of acquired skills and experiences, and increase faculty and staff connections with students through research, instruction, and service learning.

FISCAL RESPONSIVENESS

Strengthen the university's long-term financial sustainability through responsible stewardship, strategic investment, operational efficiency, and the alignment of resources with institutional priorities.

Objective 10. Increase Revenue - Generate new direct revenue that exceeds the amount of resources necessary to implement these strategic initiatives.

Objective 11. Improve Alignment of Resources – Foster knowledgeable and skilled faculty, staff, and administrators through an environment that actively encourages continued development in order to support the University's strategic goals. Analyze scores to make measurable decisions that ensure the alignment of programs and initiatives with strategic objectives.

Objective 12. Reduce Costs - Develop and implement processes that reduce the resources, per outcome, required by the program. Optimize resources and operations to reduce operating costs.

ELEVATED RECOGNITION AND PROFILE

Strengthen UHCL's reputation as a nationally recognized university and trusted regional partner through academic excellence, community engagement, innovation, and strategic partnerships.

Objective 6. Improve Collaborative Community Presence - Create innovative, collaborative programs and partnerships that engage our internal and external participants and focus on increasing the scope of university initiatives and in achieving its mission.

Objective 14. Increase Innovation - Support opportunities that promote the creation of new or improved solutions to real-world problems, issues, or challenges. This innovative culture requires creativity, multiple perspectives and expertise, flexibility, the removal of barriers, and the willingness to embrace risks.

Objective 15. Increase University Recognition - Increase the university's presence as an educational opportunity, community resource, online service provider, and regional economic driver. Elevate the university's brand to be consistent across all platforms and audiences.

OPERATIONAL EXCELLENCE AND EFFICIENCY

Strengthen institutional effectiveness through technology, data-informed decision-making, efficient operations, and clear communication that support student success and organizational excellence.

Objective 2. Improve Technology - Enhance the use of emerging technology by recognizing the central role that technology plays in both the academic and support units across the institution.

Objective 4. Improve Workload Management - Create work environments for faculty and staff that align with their duties, incentivize creativity, break down silos, and strive for efficiency.

Objective 8. Improve Business/Academic Operations - Increase productivity of all resources required to support business and academic operations.

Objective 9. Improve Communication - Create a multi-channel practice of sharing information with internal and external audiences, including personnel from across the institution in the process of creating, disseminating, and implementing communications processes. Provide guidance and instruction to all university partners regarding how to effectively and efficiently communicate university messaging.

APPENDIX E: Metrics Inventory

The following inventory documents key performance indicators, outcome measures, and institutional metrics utilized to assess progress during implementation of *Impact 2025 and Beyond*. The inventory serves as both a historical record of reported outcomes and a reference resource for future strategic planning and institutional assessment efforts.

Academic Year 2020-2021 serves as the baseline year unless otherwise noted. The end measurement is from Academic Year 2024-2025 data. Differences in the baseline or current year is due to new initiative, a change in a metric, or the discontinuation of an initiative or measurement.

Student and Faculty Success

Metric	Baseline	Current	Change
First-Time-in-College Enrollment	363	473	+30%
FTIC Retention Rate	66.5%	73.8%	+7.3 Percentage Points
Internship Experiences	N/A	1,550+	Growth
Students Participating in Internships	N/A	1,020+	Growth
Student Satisfaction with Experiential Learning	N/A	84%	Growth
Student Support Distributed	N/A	\$3.8 Million	Growth
Endowment Assets	\$27.9 Million	\$40.5 Million	+45%
Faculty Professional Development Participation	73%	82%	+9 Percentage Points
Course Completion Rate	93.1%	95.9%	+3%
Federal Research Expenditures	\$1,800,000	\$4,082,000	+126%

Future Metrics

Future Measure	Purpose
Graduation Rate	Student completion outcomes
Transfer Student Success	Access and completion
Career Placement Rate	Workforce readiness
Graduate School Placement	Academic progression
Undergraduate Research Participation	Student scholarly engagement
Alumni Career Outcomes	Long-term student success
Student Engagement Index	Campus experience

Elevated Recognition and Profile

Metric	Baseline	Current	Change
Earned Media Mentions	139	894	+543%
Community & Strategic Partnerships	469	671	+43%
New External Partnerships	N/A	120+	Growth
National University Classification	Regional	National	Achieved

National Ranking	360	315	Improved
Nationally Ranked Online Programs	Existing Rankings	Multiple Programs Recognized	Improved
Community Engagement (FY22-FY25)	209 events/1419 participants	796 events/9,562 participants	Improved

Future Metrics

Future Measure	Purpose
Brand Awareness	Market perception
Community Impact Score	Regional influence
Employer Perception	Workforce reputation
Alumni Engagement Rate	Stakeholder involvement
Partnership Effectiveness	Quality of collaboration
External Event Participation	Community visibility

Fiscal Responsiveness

Metric	Baseline	Current	Change
Research Expenditures	\$1,716,255	\$2,281,959	+33%
Non-Tuition Revenue	Baseline	+\$2.1 Million	Growth
Experiential Learning Partnerships	Baseline	\$7+ Million	Growth
Endowment Assets	\$27.9 Million	\$40.5 Million	+45%
Vacant & Dormant Positions Eliminated	N/A	\$5+ Million	Reduction
Operating Cost Growth	Baseline	5.8%	Controlled Growth
Inflation During Same Period	N/A	~25%	Context
1974 Society Commitments	N/A	\$1.5+ Million	Growth
Financial Sustainability Model	Developed	FY2028 Target	Implemented

Future Metrics

Future Measure	Purpose
Operating Margin	Financial sustainability
Days Cash on Hand	Liquidity
Primary Reserve Ratio	Financial strength
Net Tuition Revenue	Enrollment-based revenue
Revenue Diversification Ratio	Revenue stability
Annual Fundraising Growth	Advancement effectiveness
Grant Proposal Success Rate	Research competitiveness
Indirect Cost Recovery Revenue	Research return on investment

Operational Excellence and Efficiency

Metric	Baseline	Current	Change
Canvas LMS	N/A	Implemented	Completed
Slate CRM	N/A	Implemented	Completed
Clarity Portal	N/A	Operational	Completed
Power BI Reporting Environment	Limited Access	Expanded University-Wide	Improved
Simple Syllabus	N/A	Implemented	Completed

Concur Travel System	N/A	Implemented	Completed
Standardized Job Descriptions	Previous Model	Standardized	Completed
Performance Evaluation Framework	Legacy Process	Redesigned	Completed
Technology Initiative Engagement	Baseline	49% of Portfolio	Expanded

Future Metrics

Future Measure	Purpose
Employee Engagement	Workforce effectiveness
Technology Adoption Rate	System utilization
Dashboard Utilization	Data-informed decision making
Process Cycle Time	Operational efficiency
Service Response Time	Customer service effectiveness
Website User Satisfaction	Communication effectiveness
Administrative Service Satisfaction	Stakeholder experience
Strategic Initiative Completion Rate	Organizational performance

Institutional Impact Metrics

Impact 2025 By the Numbers

Institutional Outcome	Result
FTIC Enrollment Growth	+47%
FTIC Retention Rate	73.8%
Internship Experiences	1,550+
Students Participating in Internships	1,020+
Student Support Distributed	\$3.8 Million
Endowment Growth	+45%
Total Research Expenditure Growth	+126%
New External Partnerships	120+
Earned Media Mentions	894
Partnership Investments Secured	\$7+ Million
Cost Reductions Achieved	\$5+ Million

APPENDIX F: Internal Data Dictionary and Glossary

The following inventory documents key performance indicators, outcome measures, and definitions of terms. In general, time period for measurement was FY’21-FY’25 unless otherwise noted.

METRIC	DEFINITION
First-Time-in-College Enrollment	New students, no college
FTIC Retention Rate	Freshman cohort first year to second year
Internship Experiences	Experiential learning placements, required or extra-curricular internships,
Student Support Distributed	Basic needs, food pantry, emergency assistance
Total Research Expenditures	NSF labeled funds, Federal expenditures, and all sponsored program awards
Federal Research Expenditures	Federally funded grants
Community & Strategic Partnerships	Engagement through formal partnership agreements; community internships; workforce engagement opportunities; chamber and community board membership; leadership roles; advisory boards. The total engagements may be multiple individuals engaging with a particular organization.
New External Partnerships	Newly created partnerships since the baseline year
National University Classification	In 2023, UHCL moved from the Regional University to National University classification for different ranking bodies with the addition of doctoral programs
Community Engagement	Events held or hosted on campus open to the community; with outside organizations or for non-credit instructional purposes; or meetings, conferences, and symposia
Non-Tuition Revenue	Auxiliary revenue
Experiential Learning Partnerships	Student placements with companies for contracted projects with
Vacant & Dormant Positions Eliminated	One strategy used in the budget reductions in FY ’25-FY’27
1974 Society Commitments	\$25,000+ pledge or gift
Financial Sustainability Model	Eliminate use of fund balance reserves to balance the budget by FY’28
Partnership Investments Secured	ELITE partnership contracts with Boeing, KBR, V2X for student placements
Cost Reductions Achieved	Reduction in positions, contracts, subscriptions, and services
New External Partnerships	New partnership connections with external employers, community organizations, and industry partners