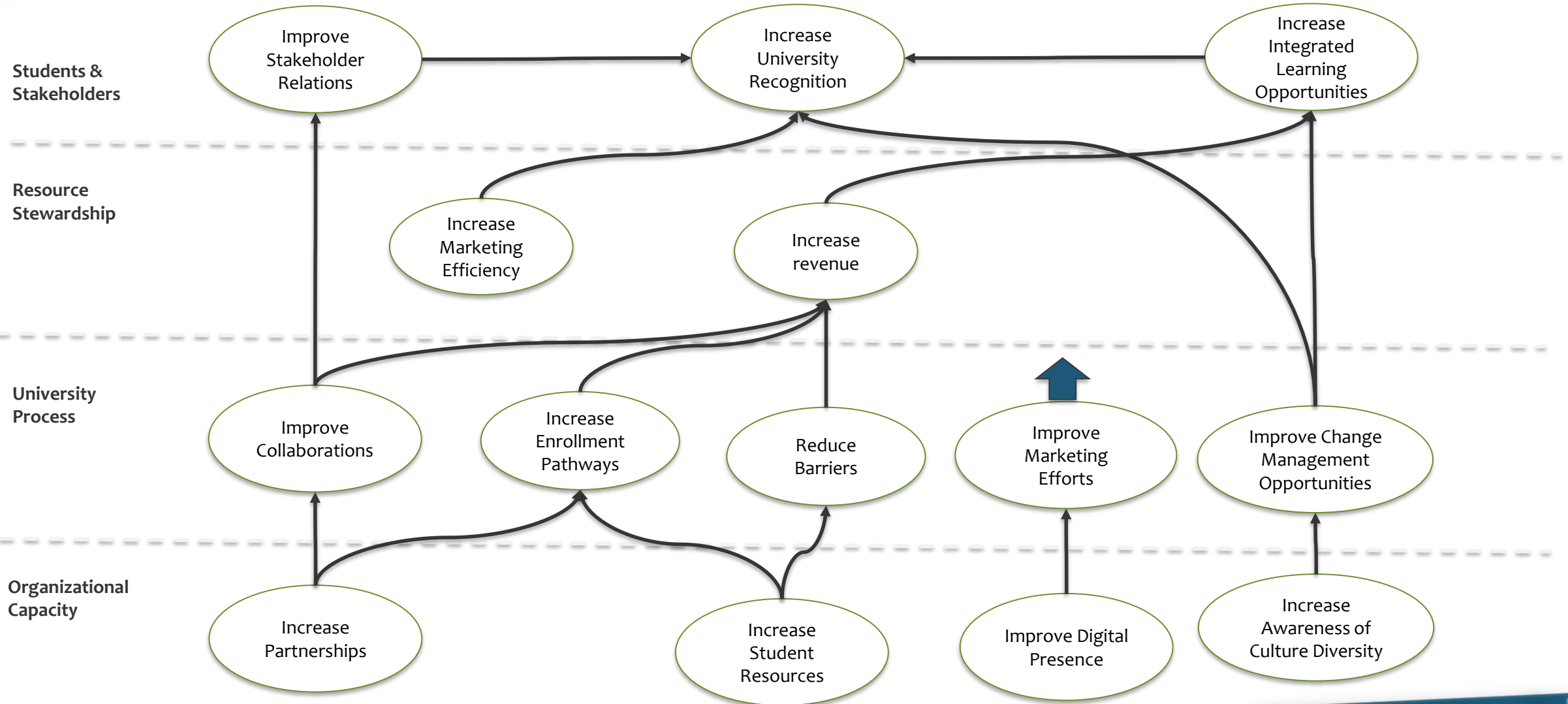


# University Identity

Recognition as an institution that delivers distinctive integrated learning opportunities that invest in stakeholder experiences. Responsive change leadership which maximizes the quality of the social, economic, and cultural environment.



# University Identity

## Objectives, Descriptions, and Intended Results

<i>Perspective</i>	<i>Strategic Objective</i>	<i>Description</i>	<i>Intended Results</i>
Students and Stakeholders	Improve stakeholder relations	This objective involves relationships with external and internal stakeholders.	<ul style="list-style-type: none"> <li>Involved alumni in the university.</li> <li>Increased internal and external communications</li> <li>Retained students</li> <li>Increased community support</li> </ul>
Students and Stakeholders	Increase University recognition	This objective involves more people being aware of UHCL.	<ul style="list-style-type: none"> <li>Improved university image</li> <li>Improved identity as an HSI</li> <li>Improved marketing research for targeted marketing.</li> <li>Improved university reputation</li> </ul>
Students and Stakeholders	Increase integrated learning opportunities	Students need opportunities to connect classroom learning with real world experience in order to compete in the workforce. Through this experience, stakeholders benefit from student engagement and build a connection to the university.	<ul style="list-style-type: none"> <li>Improved experiential opportunities including online and in-person</li> <li>Improved availability of program opportunities (i.e. study abroad, long-distance learning)</li> </ul>
Resource Stewardship	Increase revenue	In order to create additional pathways for student enrollment, UHCL must first understand who our students are and what attracts them to the institution. With increased student enrollment, additional funding will be available for continuous improvement.	<ul style="list-style-type: none"> <li>Increased student enrollment</li> <li>Increased student enrollment pathways</li> </ul> <p><b>BSI Notes:</b></p> <ul style="list-style-type: none"> <li><b>Increased Revenue</b></li> </ul>
Resource Stewardship	Increase marketing efficiency	For best return on investment, UHCL needs to invest in strategies that will result in efficient marketing. This marketing should include a well-developed and executed plan directed towards the intended audience.	<ul style="list-style-type: none"> <li>Increased marketing funding to promote enrollment</li> <li>Improved representation of individual UHCL programs</li> <li>Improved marketing spending</li> </ul>

# University Identity

## Objectives, Descriptions, and Intended Results

<i>Perspective</i>	<i>Strategic Objective</i>	<i>Description</i>	<i>Intended Results</i>
<b>University Process</b>	<b>Increase enrollment pathways</b>	In order for UHCL to continue growing and serving this community, the institution must increase pathways for all types of students, including non-traditional, traditional, domestic, international, graduate and undergraduate students.	<ul style="list-style-type: none"> <li>Developed and implemented strategies to better inform the community of the options available at UHCL in order to increase enrollment</li> </ul>
<b>University Process</b>	<b>Improve collaborations</b>	Partnering with local high schools, community colleges, and businesses will increase career pathways for students and diverse funding opportunities for UHCL. Improved relations and collaborations will allow for simplified transition and recruitment of perspective students.	<ul style="list-style-type: none"> <li>UHCL is perceived as a destination for prospective students</li> <li>Improved relations with community college partners</li> <li>Improved relations with high school counselors</li> <li>Increased student transfers from local community colleges</li> </ul>
<b>University Process</b>	<b>Improve marketing efforts</b>	Improve campus recognition and identity through all marketing channels, such as digital, Bay Area/campus signage, printed materials, and educational content. Marketing efforts highlight diverse educational offerings within the university. Increased marketing efforts will result in increased enrollment and higher revenue.	<ul style="list-style-type: none"> <li>Improved awareness of UHCL in community and region.</li> <li>University website is more user friendly and intuitive</li> <li>Increased revenue through an increase in enrollment</li> </ul>
<b>University Process</b>	<b>Reduce barriers/friction</b>	Improve the enrollment process for incoming students. Improve ease of attending UHCL for working students, such as providing flexible class scheduling, integrated learning opportunities, online and hybrid classes.	<ul style="list-style-type: none"> <li>Identified pain points</li> <li>Increased number of working students</li> <li>Improved structures in place for working students</li> </ul>
<b>University Process Organizational Capacity</b>	<b>Improve change management opportunities</b>	Improve culture change capacity through staff training, diverse hiring practices, and professional development. <b>BSI Note: Training objectives are on Organizational Capacity perspective</b>	<ul style="list-style-type: none"> <li>Students and staff adapt to changes easily</li> <li>Improved morale</li> <li>Observed positive culture change across campus</li> </ul>

# University Identity

## Objectives, Descriptions, and Intended Results

<i>Perspective</i>	<i>Strategic Objective</i>	<i>Description</i>	<i>Intended Results</i>
Organizational Capacity	Increase partnerships	Increase volume and quality of mutually beneficial partnerships with high schools, businesses/industry partners, and community colleges. Increase outreach to partner organizations to produce a highly skilled labor force that maximizes the quality of the social, economic, and cultural environment.	<ul style="list-style-type: none"> <li>Increased partnerships</li> <li>Increased internships</li> <li>Increased experiential learning opportunities</li> </ul>
Organizational Capacity	Improve digital presence	Improve the university's digital presence by improving the website and digital channels through which students communicate and do business. Create a SEO strategy to improve discoverability of UHCL and its programs online.	<ul style="list-style-type: none"> <li>Improved digital engagement</li> <li>Improved online discoverability</li> <li>Consistent multi-channel communication between UHCL stakeholders</li> </ul>
Organizational Capacity	Increase student resources	Increase on and off campus resources for traditional and non-traditional students that will enhance student experiences. Provide resources that will assist students in achieving their academic and career goals, such as internship opportunities, career advising, study support, and study abroad opportunities.	<ul style="list-style-type: none"> <li>Improved student experiences</li> <li>Increased scholarship opportunities</li> <li>Increased student satisfaction/student pride</li> </ul> <p><b>BSI Note:</b></p> <ul style="list-style-type: none"> <li>More resources available to students</li> </ul>
Organizational Capacity	Increase awareness of culture diversity	Shape an inclusive culture within UHCL that embraces diversity. Increase programs that highlight and support UHCL's diverse student body. Collaborate with the university's marketing efforts to showcase that UHCL is an inclusive and responsive learning institution.	<ul style="list-style-type: none"> <li>Increased programs and systems that embrace inclusive culture.</li> <li>Increased diverse student body</li> <li>Increased recognition of university identity</li> </ul>

# University Identity

## Post – it Notes from SMT Foundations Workshop that Support Theme

- Branding
- Bureaucracy / Red Tape / Lack Policies / Procedures
- Challenging View of Beneficiary and Higher Education
- Clarity of Mission, Vision & Values
- Communicate Downward Expansion
- Communication (Internal / External)
- Competition
- Downward Expansion
- Everyone Knows - Vision, Mission &
- Financial Resources - Alignment
- Greater Awareness & Presence in the Community
- Increased Enrollment
- Integrity
- Lack of Clear Priorities
- Locally Grown - Globally Known
- Location
- Market Competitiveness Program
- Marketing
- National Prominence
- Not Promoting Inter-Disciplinary Collaboration
- Population Growth
- Quality of Data
- Regionally Purposed
- Responsive (3)
- Responsive (Timely, Quality, Problem Solving)
- Rising Costs of Higher Education
- Service-Based
- Silos
- Transformation
- UHCL Uniqueness
- Unclear Identity
- Unique History
- Value Proposition (2)