



A Decade of Transformation

2007–2017

A Decade of Transformation

Traditionally, the President's Report puts the past year into focus for the University's many stakeholders and supporters.

However, this marks the 10th year that Renu Khator has served as the leader of the University of Houston, so it seems only fitting to open our lens and take a broader perspective.





In her Fall Address earlier this year, “A Decade of Transformation,” President Khator spelled out what has been accomplished during her tenure and did so not with braggadocio but with the well-earned satisfaction of bold pursuits collectively achieved — and with the assurance that bolder objectives are on the horizon.

“The story of the past 10 years is the story of our progress, our success and our determination,” she declared. And that story has been told, she added, “with

the knowledge that no one person, no one group or no one effort ever brings organizational transformation.”

This transformation has been driven by changes as enormous as a new, 40,000-seat football stadium and as understated as the increase in the number of academic advisers, as sweeping as a massive makeover of the Student Center and as subtle as the steady improvement in graduation rates. What are the hallmarks of UH’s progress in the past decade? Attaining Tier One and Phi Beta Kappa status, surely. Stepping into the national spotlight for athletic achievements and for groundbreaking research, surely. Enhancing its community ties and philanthropic support, surely. And working diligently for years to realize long-term goals like the forthcoming College of Medicine, just as surely.

But some of what has been transformed may be immeasurable — a sense of pride and optimism, with something as simple but as striking as Cougar Red Friday holding sway, an attitude of resilience that not one but two hurricanes damaging our campus could not deter and an unwavering commitment to the concept of student success.

At her formal investiture in 2008 — rescheduled after Hurricane Ike crashed the original ceremony, it should be noted — President Khator outlined her aspirations as UH’s new leader. To her audience of University colleagues and community leaders, she solemnly pledged, “I promise I will not let you down.”

This President’s Report confirms that promise.

As Einstein informed us, time is relative. Put your hand on a hot stove for an instant, and it can seem like forever. When you are doing something you truly enjoy, the time flies by.

I have been president of the University of Houston for a decade now. And the time has flown by.

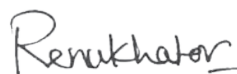
The opportunity to help UH realize its amazing potential and transform itself into the great university that a great city like Houston deserves has been one of the most rewarding experiences of my life. I am a staunch believer in metrics to track the progression of various initiatives and evaluate their success. And in this report, I am gratified to share examples of tangible progress that has been made in many crucial areas. Our graduation rate has improved nearly 1 percent a year for the past 10 years. Enrollment has grown steadily, averaging a 3 percent increase every year. Research expenditures have doubled. Philanthropy has flourished, with a \$1 billion fundraising campaign well on its way to completion. We have upgraded our campus with nearly \$1.5 billion in construction to provide the classroom, lab, residential and administrative space required of a Tier One institution. And, most important, 88,000 students have enjoyed the life-affirming, society-

enhancing experience of earning degrees at UH in the past decade.

Such vital achievements can be calculated and duly reported, offering evidence of our advancement.

But not everything can be measured like that, not everything that's enriching and inspiring can be translated into data. Here at UH, I am proud to say, we have been progressively establishing a culture based not only on academic excellence but also on a genuine interest in the welfare of our campus community and, for that matter, our community in general. We want this University to take a compassionate, respectful and supportive attitude toward our students and toward each other whenever possible. Certainly our recent experience responding to the devastation of Hurricane Harvey offered us a chance to test those principles — and I believe we passed that test. In the past 10 years, we have succeeded in creating a powerhouse, but one that truly understands people supply that power.

With warm regards,



Renu Khator
President, University of Houston



STUDENT SUCCESS





In the past decade, nearly 88,000 degrees were earned, with a considerable number of them going to the first in their families to attend college and a growing number from under-privileged and low-income backgrounds, giving the lie to the belief that academic excellence and accessibility are mutually exclusive.

This dramatic improvement in graduation rates has been fueled by the president's general commitment — "This is non-negotiable" — and a number of specific initiatives, most significantly an increase in students living on campus and the innovative UHin4 program. With the addition of such residence halls as Cougar Village I and II, Cougar Place and University Lofts, UH has developed a growing residential corps that provides enthusiasm and academic intensity to the campus. Meanwhile, UHin4 has played a crucial role in ensuring that

O "Our first priority is the students' success," President Khator announced during her first year at UH in 2008.

She said it again in 2009. And in 2010. And 2011. 2012 ... 2013 ... Well, you get the idea. This commitment has remained as fixed as the North Star in the night sky. As the enrollment has soared from 34,000 in 2007 to 44,000 in 2017, the results have been remarkable, with standard graduation rates improving nearly 10 percentage points in 10 years, tantamount to turning around a battleship on a moment's notice. But this progress has not jeopardized the University's dedication to maintaining a notably diverse student body receiving a Tier One education. While admission standards have stiffened, affordability and accessibility have remained important criteria. UH is proud to regularly rank among the leaders in keeping its student debt low — No. 7 in the nation last year. And equally pleased that our graduates go on to rewarding careers, earning nearly \$50,000 annually during their early career years (contrasted with the nationwide average of \$41,500).



first-year students stay on track toward timely graduation, offering vital academic support and a fixed tuition option to control costs. It has been so effective that nearly three-quarters of the entering class are signing up for it — and that percentage is expected to keep increasing, promising even better graduation rates and even lower debt.

While there may be different ways to define something as intangible as "student success," at UH there can be no doubt about what its priority should be — No. 1.

6,732

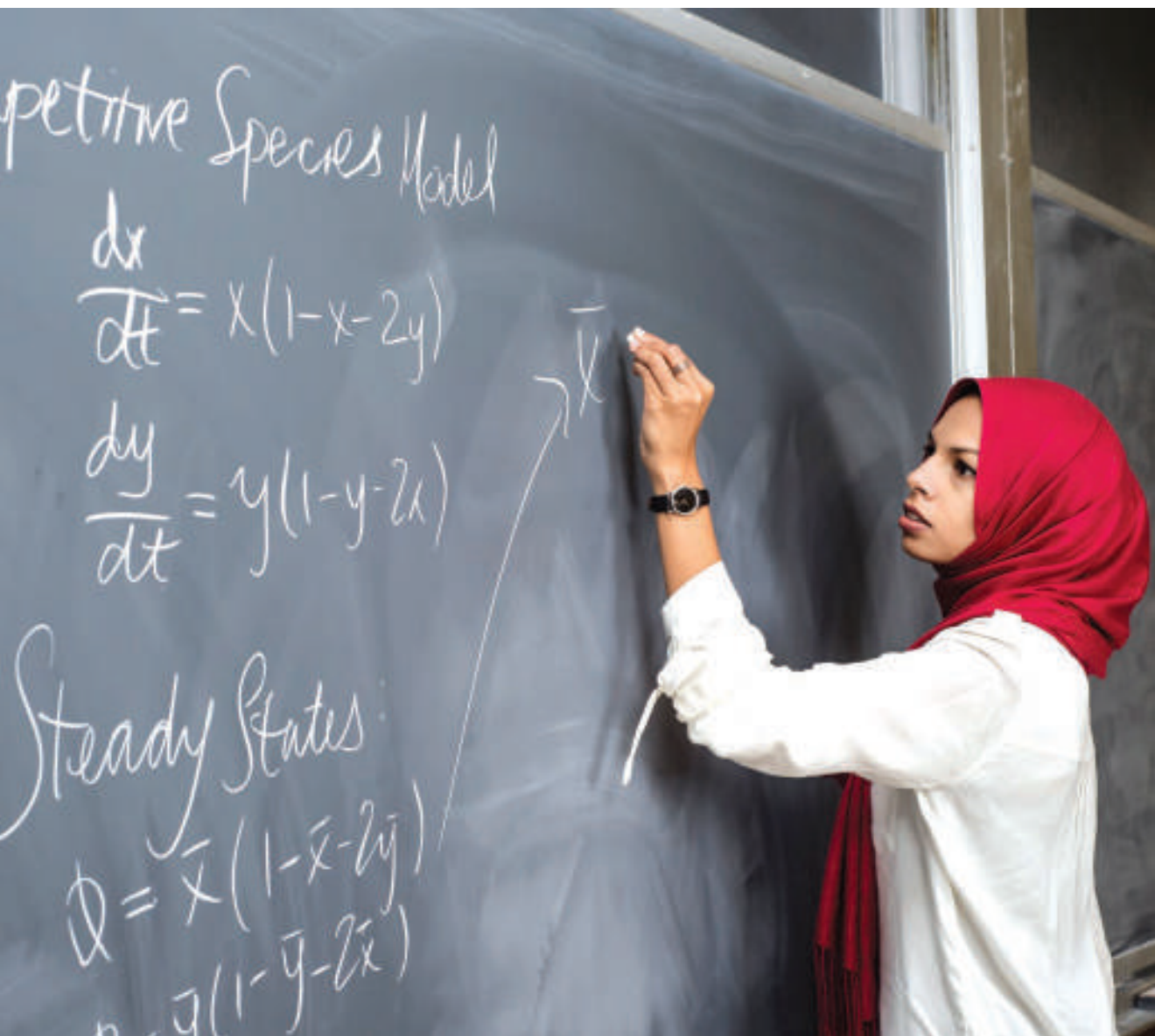
Number of degrees
awarded in 2006

9,596

Number of degrees
awarded in 2016

43%

Increase in 10 years







ARTS





Kathrine G. McGovern College of the Arts was created to harness the power of the performing and visual arts.

successfully at prominent vocal festivals in Wales, Germany and France in the past few years.

Building on the growing significance of the arts, UH established the College of the Arts last year, incorporating the Moores School of Music, the School of Art, the School of Theatre and Dance, the Cynthia Woods Mitchell Center for the Arts and Blaffer. Confirming its importance, the institution soon received a prestigious \$20 million naming gift to become the Kathrine G. McGovern College of the Arts. While the particulars may have changed, the fundamental mission of the UH Arts Initiative remains the same, serving as an anchor institution for our community while encouraging fledgling artists and entrepreneurs. The continuing impact of the arts at UH resonates throughout Houston and beyond.

At UH, our intention has been far greater than simply celebrating art for art's sake. As one of President Khator's original "big rocks," the UH Arts Initiative has focused on making the University a vibrant destination for the study, practice and presentation of an amazing array of the arts, preparing and inspiring the next generation of artists, educators and administrators and, in the process, performing an invaluable service in enhancing Houston's cultural community. As our students develop their talent and skills in pursuits ranging from music, dance and theater to the visual arts, design and creative writing, the University serves as a vital civic resource with the Blaffer Art Museum, the Houston Shakespeare Festival, the University of Houston System Public Art Collection, the Center for Art and Social Engagement and countless on-campus live performances, art and design exhibitions, community programs, literary publications and creative artistic collaborations available to the general public — and, for that matter, global audiences. Students from the Gerald D. Hines College of Architecture and Design recently traveled to Berlin to exhibit their presentation, "Houston: Genetic City," at the Aedes Architecture Forum while the award-winning Moores Concert Chorale has been establishing an international reputation by competing



ENERGY



During the past decade, UH has stepped up and contributed mightily to maintaining Houston's reputation as the "Energy Capital of the World." In addition to supporting conventional, petroleum-based industry, UH has been making notable advancements in the areas of sustainability, solar energy, wind energy, superconductivity and grid issues. Moving forward as one of President Khator's "big rocks," the UH Energy Initiative has served as a focal point for numerous efforts to position the University as a strategic partner to the energy industry by producing a trained workforce, providing strategic and technical leadership and undertaking research and development for needed innovations and new technologies. These efforts are guided by the Energy Advisory Board, whose members are active professionals drawn from the industry to lend strategic guidance, external coordination and resource development. As a result, UH students have been specifically educated to help fulfill emerging industry needs, facing issues that prepare them to be leaders in the field.

Drawing on resources and expertise from all across UH, the Energy Initiative boasts such significant enterprises as the Bauer College of Business' Gutierrez Energy Management Institute (GEMI); the Law Center's Environment, Energy & Natural Resources Center (EENR), which focuses on the complex regulatory and policy-driven relationship among those sectors; and not one but two federally funded Centers for Excellence — the Subsea Systems Institute (SSI), devoted to enhancing safety and productivity by improving technology crucial to deep-water oil exploration; and the Advanced Superconductor Manufacturing Institute (ASMI), which continues UH's long held preeminence in superconductivity by bridging the gap between research and real-world applications in this field.

Less than a decade ago, UH launched one of the largest petroleum engineering departments in the nation and has been watching its enrollment swell nearly tenfold since then. Lauded as a "model partnership



between industry and academia" by the Business-Higher Education Forum, the burgeoning department is dedicated to addressing industry and workforce gaps by leveraging partnerships with companies operating in the sector. And the Energy Coalition has been formed to support students involved with energy industry activities, quickly becoming the single largest student organization at UH, with nearly three dozen groups and more than 5,000 active student members, both undergraduate and graduate, from nine colleges across campus — all fueling UH's efforts to become the Energy University.

30

Energy-related
undergraduate
programs

40%

Students in energy-
related degree
programs

25

Energy Advisory Board
members

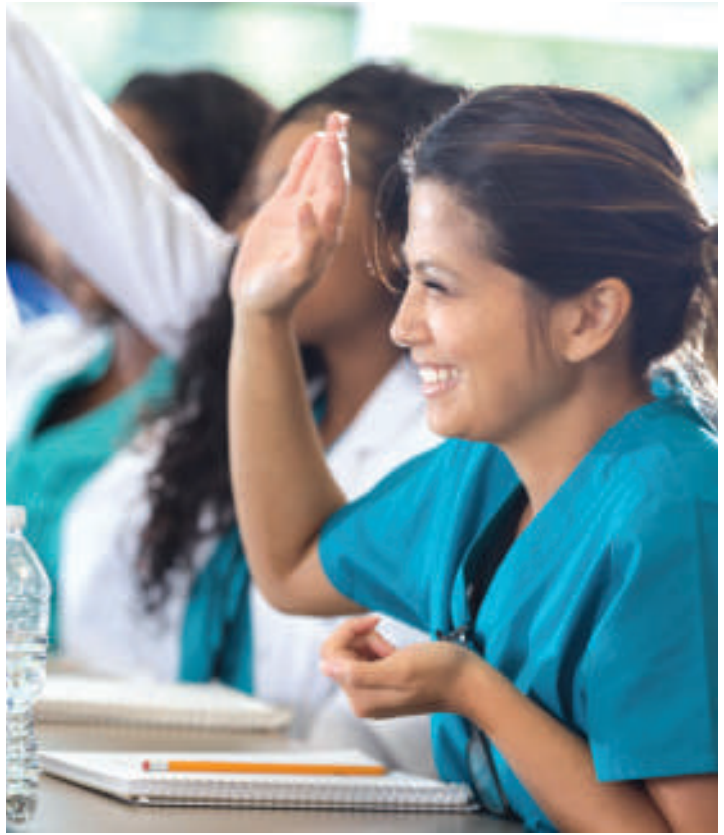




A blurred grayscale background of a hospital corridor. On the left side, a stethoscope is visible, resting on a surface. Two solid red horizontal bars are present: one across the middle of the image, partially behind the word 'HEALTH', and another shorter one near the bottom left corner.

HEALTH





While UH has a longstanding dedication to educating health care practitioners, undertaking vital life sciences research and providing a wide range of community-engaged services, that commitment has grown even stronger and more focused during the past decade. Today, the UH Health Initiative encompasses such a broad spectrum that nearly one quarter of the 44,000-plus student body are enrolled in health and health-related majors, with such varied pursuits as mathematical

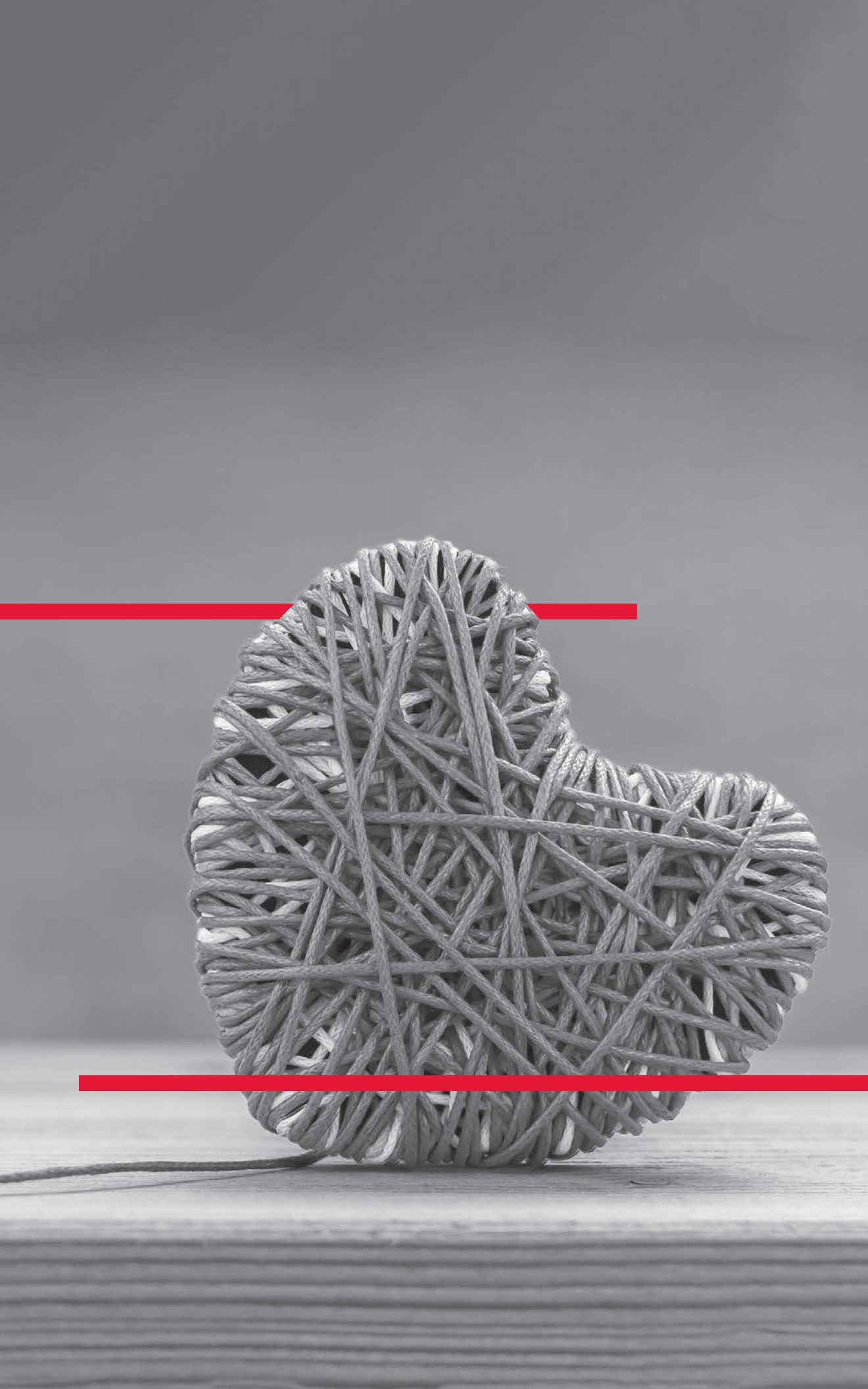
biology, medicine and society, sport and fitness administration, medicinal chemistry and health law — not to mention the core array of biology, biomedical engineering, pharmacy, optometry, social work and psychology programs. Buttressing these academic efforts is a growing collection of interdisciplinary units devoted to addressing health-related issues through research and inquiry, such as the Texas Obesity Research Center, the Center for Nuclear Receptors and Cell Signaling, the Texas Center for Learning Disabilities and the HEALTH Research Institute. Putting theory into practice, UH Health reaches out to the community to provide several specialty assessment and treatment options, such as the Sleep and Anxiety Center; the Speech, Language, and Hearing Clinic; and the University Eye Institute, which has been serving the public since 1952, both on campus, at neighborhood offices and through the College of Optometry's Mobile Eye Institute.

Since her first days at UH, President Khator has made health care a priority, recognizing the importance it plays in Houston's overall economy and even envisioning a time when the flourishing institution might establish a College of Medicine. That time has come.

After years of preparation, UH is well on its way toward the creation of a college of medicine devoted to educating a diverse group of physicians who will provide compassionate, community-based care to traditionally underserved patients. The college will be housed in the University's expanding health campus, anchored by the Health I and Health II buildings, which now devote nearly a half million square feet to clinical, educational and interdisciplinary research efforts. Following in the path of the burgeoning College of Nursing, which ranks No. 5 in the nation for pass rates, the College of Medicine will serve as a capstone to UH's preeminence in the health care fields.

COMMUNITY

The image features a minimalist landscape. The top half is a solid dark gray. A thin, vibrant red horizontal line runs across the middle. Below the line, the word "COMMUNITY" is written in a white, thin, sans-serif font. The bottom half of the image shows a blurred, light gray landscape with a dark, wavy line in the foreground, suggesting a horizon or a body of water.



The University of Houston was named after the city it was created to serve. That was nine decades ago, yet the bedrock commitment this University feels toward the city whose name it shares has grown only stronger with age. Each year, UH embraces its responsibility to become the great university that a great city deserves. The University accepts that obligation, confident that the communities we serve have and will continue to support our University. Founded on enlightened self-interest, this special partnership for progress has endured and prospered, with no better example, perhaps, than UH playing a pivotal role in community recovery efforts from not one but two devastating storms in the past decade, Hurricane Ike in 2008 and Hurricane Harvey in 2017.

To ensure that this vital affiliation between UH and our community remains vibrant and valuable, UH established the Board of Visitors, an advisory group

of private sector VIPs, civic leaders and University advocates. Representing a broad array of expertise and experience, they share a common interest in advancing the University and providing strategic counsel to the president and her leadership team.

UH engages the community in so many ways that it is challenging to give a proper accounting of them all, from the efforts of countless student volunteers and interns to such long-serving services as the University Eye Clinic, the Center for Consumer Law and numerous summer camps for area youth, along with sponsoring of such seminal on-campus events as the March of Dimes and the Mayor's annual "Back



to School Fest" and, perhaps most significantly, the recent Third Ward Initiative, a sweeping collaboration with our neighborhood partners to upgrade this underserved area's schools, economic opportunities and health care resources. Although there are several ways to enumerate the many mutual exchanges between "Houston's University" and Houston itself, there simply is no acceptable equation in which UH succeeds while our community does not.



**UH PARTNERS WITH THE THIRD WARD COMMUNITY TO TRANSFORM
ITS SCHOOLS, BUSINESSES, ARTS AND HEALTH CARE RESOURCES.**





RESEARCH & SCHOLARSHIP







What do Walt Whitman, superconductivity, Brené Brown, brain-creativity connections and the legendary “lost city” of Ciudad Blanca in Honduras have in common?

They have all played a significant role in UH’s burgeoning reputation as a powerhouse in research and scholarship.*

In the past decade, with research expenditures more than doubling from \$73 million to \$151 million and faculty increasing from 1,700 to 2,400, UH has been on a steady upward trajectory. Some 19 fellows of the National Academies of Science and Engineering (plus a dozen National Academy of Inventors members) have been added to those ranks as publications in refereed journals have nearly doubled. Licensing revenue swelled from a modest \$1.2 million annually to an impressive \$28 million a year. Recently, UH has ranked among the top in the nation among all public universities without medical schools in overall royalties from technology transfers. Not surprisingly, this continuing progress has propelled UH into the upper echelon, drawing accolades as the first university to meet the state of Texas’ exacting National Research University Fund (NRUF) criteria as well as earning Tier One status from the highly respected Carnegie Foundation.

This level of achievement has resulted in UH being selected to lead five National Centers of Excellence, with federal funding provided to pursue groundbreaking research in the areas of expertise. Specifically, UH now hosts the Advanced Superconductor Manufacturing Institute (ASMI), which specializes in high-temperature superconductors; the Borders, Trade and Immigration (BTI) Institute, which addresses homeland security issues through innovations in technology, policy and training; the National Center for Airborne Laser Mapping (NCALM), which provides research-quality airborne light detection and ranging observations to the scientific community; the Subsea Systems Institute (SSI)*, which collaborates with Rice University and NASA to improve the safe, sustainable development of energy resources in the Gulf of Mexico; and the Texas Center for Learning Disabilities (TCLD), which explores the classification, measurement, intervention and remediation of learning challenges.

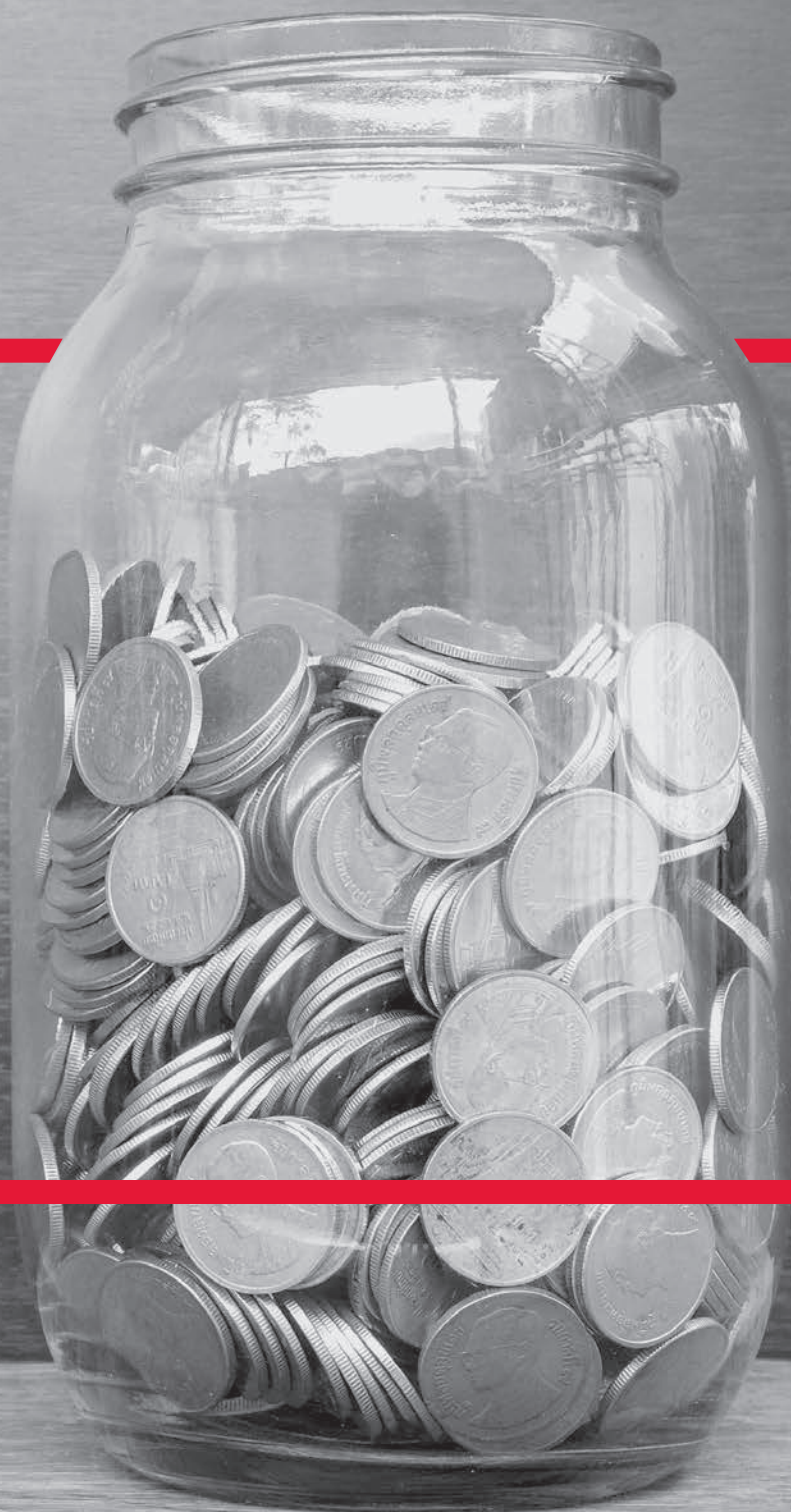
UH scholars and researchers are gratified to have working partners in 120 countries. Likewise, the University takes pride that serious research is not limited to faculty but is an integral part of the student experience, both on the undergraduate and graduate level. At UH, we are learning what we can do to help.

**English graduate student Zach Turpin discovered unpublished writing by Whitman. Professors Venkat Selvamanickam and Paul Chu were honored by the Institute of Electrical and Electronic Engineers (IEEE) Council on Superconductivity. Best-selling author Brown is a research professor in the Graduate College of Social Work. Engineering professor José Contreras-Vidal (pictured left) is doing cutting-edge experiments studying the brains of people while singing, dancing and painting. A team from NCALM was instrumental in uncovering the archeological ruins in 2009.*

Number of countries UH scholars and researchers have working partners:

120

GIVING



9

Quietly in 2012, the University of Houston began a campaign to raise additional funds for five strategic areas of improvement — scholarships for student success; recruitment and retention of high caliber faculty; expanded facilities; reinforced ties to Houston's communities and strengthened athletics programs.

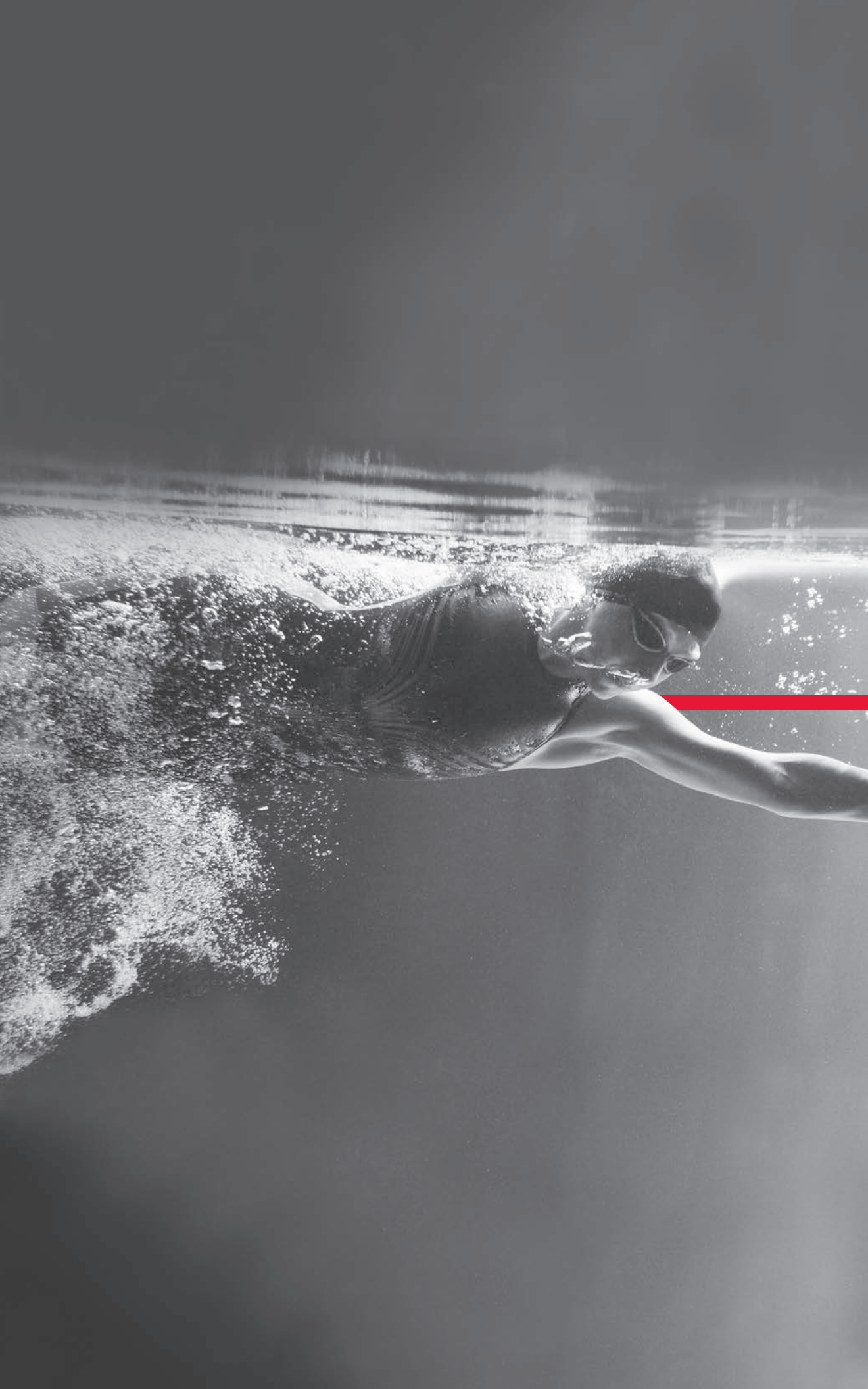
Five years later, UH decided it was time to stop being quiet and formally announced the public phase of the \$1 billion "Here, We Go" campaign — and it has certainly been something to shout about. An impressive \$684 million had been raised by then and, by the end of 2017, that figure had climbed to the \$780 million mark.

165,883
donors have
contributed to
the goal.

Obviously, these funds are playing a vital role in UH's journey to excellence. In addition, these campaign funds — indeed, all our philanthropy for the past decade — are also valuable as tangible proof of the widespread community support UH has enjoyed. So far, more than 165,000 donors have contributed to the goal. As the annual amount donated has steadily increased — from \$50 million in 2007 to nearly \$140 million in 2017 — it can be seen as unequivocally endorsing what UH has accomplished thus far and powerfully encouraging its vision for the future.









ATHLETICS





Athletics, it's often said, serves as a university's "front porch," the most familiar and inviting element that the general public associates with an institution. For the past decade, UH has been busy building a decidedly bigger, better porch, investing in major new facilities and fielding nationally recognized, headline-grabbing teams that call to mind the glory days of Phi Slama Jama and Southwest Conference dominance.

In 2014, UH unveiled its spectacular \$128 million, 40,000-seat TDECU Stadium on campus, representing a major step forward in the University's commitment to keep pace with the country's most ambitious collegiate athletics programs. The stadium serves as both a tribute to the predecessor that stood on the same spot (called Jeppesen initially then Robertson) and as a monumental example of the large-scale transformation the UH campus has been undergoing. All told, some \$230 million has been spent in new construction and upgrades for athletics, like the \$60 million Fertitta Center makeover of the basketball arena — and, indicative of the broad support this initiative has enjoyed, all of it has been paid for from non-state, non-tuition funds.

Led by such widely applauded talents as quarterbacks Case Keenum and Greg Ward, Jr. (featured on a Sports Illustrated cover!), the Cougar football team has frequently been nationally ranked in the past decade, with appearances in five straight bowl games, including a memorable win against Florida State in the prestigious Peach Bowl in 2015.

While Cougar teams have won their fair share and more of titles and championships, the biggest victory has been in the classroom as the 400 or so student-athletes in 17 programs have been enjoying ever-improving levels of academic success, with the past year seeing the highest cumulative GPA and the highest average hours passed in a spring semester in the athletics program history. Add that to an overall legacy that includes 66 Olympians, 17 National Championships and nearly a thousand All-Americans, and the score is definitely in UH's favor.

25

**Conference championships
over the last 10 years**



FACILITIES







Although Houston has long enjoyed the nickname “Space City,” UH could also lay claim to it based on the campus’ astonishing increase in space during the past decade. All told, more than 4 million square feet of new/renovated space has been added, including 4,300 student resident beds, 5,800 parking spaces, nearly 500,000 square feet in health-related facilities, a stunning makeover of the Student Center and a 40,000-seat stadium. The investment has been considerable — approaching \$1.5 billion — but the return has been remarkable, transforming UH into a Tier One institution with a flourishing student body and nationally recognized reputation for ambition and achievement.

University Lofts

\$107M, 2009

Cougar Village I and II

\$46M, 2010

\$50M, 2013

Science and Engineering Research Center

\$31M, 2012

Health I and II

\$90M, 2013

\$145M, 2017

Cougar Place

\$48M, 2013

TDECU Stadium (opposite page)

\$120M, 2014

Student Center transformation (left)

\$80M, 2015

Engineering and Research Building

\$51M, 2016



Renu Khator is celebrating her 10th anniversary as president of the University of Houston, having assumed her post — as well as the UH System’s chancellorship — in January 2008.

UH, the largest and oldest of the four UH System universities, enrolls more than 44,000 students, offers 280 degree programs and awards more than 9,200 degrees each year. UH includes UH Sugar Land and UH Katy.

During her tenure, UH has experienced record-breaking research funding, enrollment and private support, highlighted by the “Here, We Go” campaign which was publicly announced in January 2017 and raised \$780 million toward its \$1 billion goal by the end of the year.

Among the institutional accomplishments Khator is most proud of are the University’s award of a Phi Beta Kappa chapter in 2015 and the elevation of UH to Tier One status by the Carnegie Foundation in 2011.

Khator was born in Uttar Pradesh, India. She earned her bachelor’s degree at the University of Kanpur and her master’s and Ph.D. degrees in political science and public administration from Purdue University.

She is chair of the Board of Directors of the American Athletic Conference and member of the U.S. Department of Homeland Security’s Academic Advisory Council, among many other local, state and national organizations, and has been chair of the American Council on Education and the Federal Reserve Bank of Dallas.

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