

**Fiscal Year 2024  
Plan and Budget**

**Presented to the  
Board of Regents  
University of Houston System  
August 23, 2023**

**Chancellor Renu Khator**



**University of Houston System  
FY2024 Plan and Budget**

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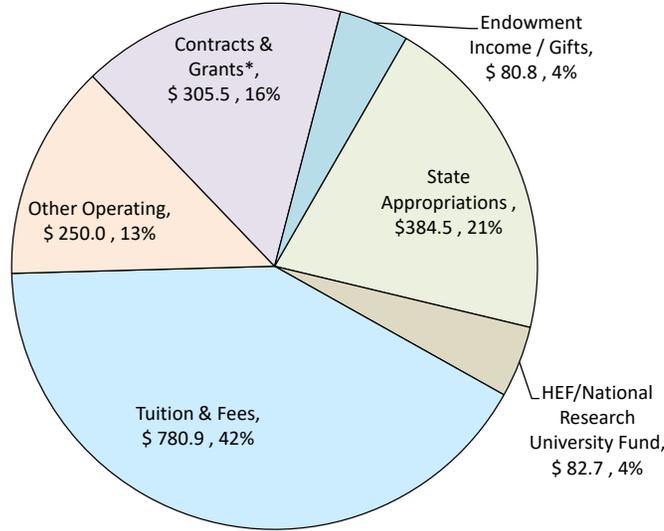
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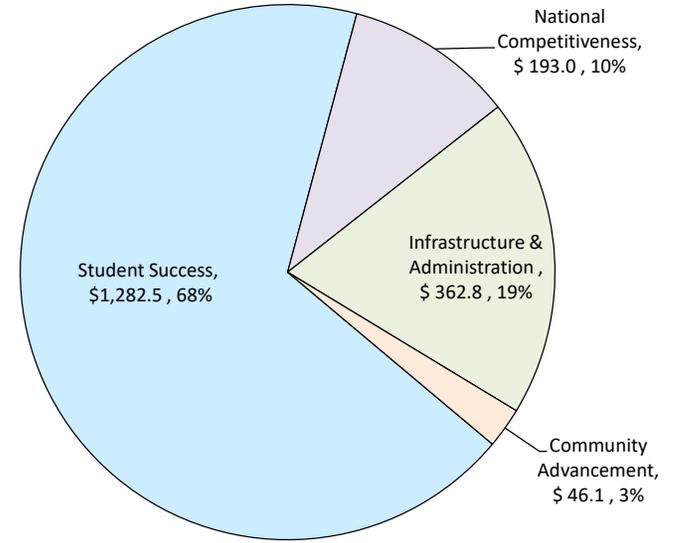
# University of Houston System Budget

## FY2023

### Operating Budget Source of Funds



### Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 1,884.4
Capital Facilities	184.5
<b>Total</b>	<b>\$ 2,068.9</b>

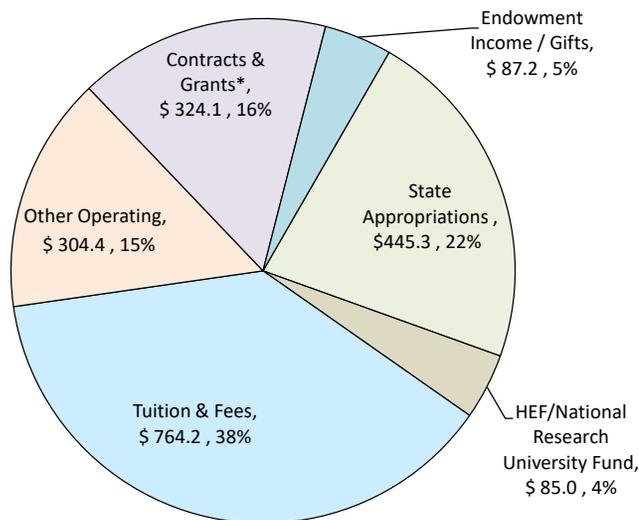
\* Includes Federal Financial Aid

Total \$1,884.4 Million

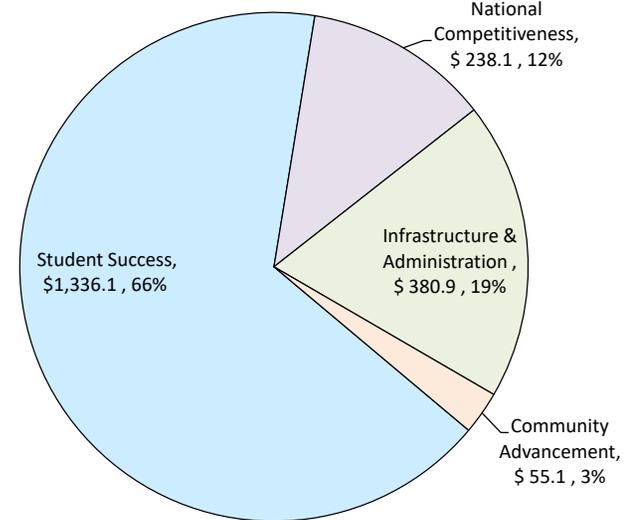
Total \$1,884.4 Million

## FY2024

### Operating Budget Source of Funds



### Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 2,010.2
Capital Facilities	322.0
<b>Total</b>	<b>\$ 2,332.2</b>

\* Includes Federal Financial Aid

Total \$2,010.2 Million

Total \$2,010.2 Million

**University of Houston System Capital Construction Budget**  
**FY2024 Project Expenditures by Campus**

08/23/2023

1.2

UHS Executive summary 24

<b>UH Capital Projects FY2024</b>	
<b>Description</b>	<b>FY2024</b>
ACE Institute	62,964
Garage #6	2,354,631
College of Medicine	116,882
New Law Center	89,670
Auxiliary Retail Dining Center	16,819,619
UH Sugar Land Academic Building	49,000,000
Innovation Hub	17,000,000
New Hobby School of Public Affairs	12,000,000
Football Operations Facility	65,000,000
CMP - Lighting and Security Upgrade Phase II	8,000,000
CMP - Cullen Blvd. Improvements	4,084,679
CMP - Gateways and Landscape Enhancements	320,000
CMP - University Drive	480,000
CMP - Centennial Plaza/Farish Demolition	600,000
Core Renovations - SERC HVAC	190,377
Core Renovation - Science and Research 1	1,000,000
Core Renovations - Roy G. Cullen	691,116
Core Renovation - Charles F. McElhinney	1,000,000
Life Sciences Renovations - TMC Building	13,500,000
TDECU Suites and Premium Seating	550,481
800 Research Core Initiative	5,165,000
Guy V. Lewis Renovations	5,050,000
CRDM (Capital Renewal Deferred Maintenance)	15,000,000
<b>Total</b>	<b>218,075,418</b>

<b>UH-Downtown Capital Projects FY2024</b>	
<b>Description</b>	<b>FY2024</b>
Girard Street Building	15,000,000
Wellness and Success Center Capital Renewal	200,000
Girard Street Garage Capital Renewal	51,000
CSET Lab Upgrades	200,000
Offices and Lounge	120,000
Student Life Center	650,000
One Main Building	29,272,833
Capital Renewal/Capital Improvement	1,600,000
<b>Total</b>	<b>47,093,833</b>

<b>UH-Victoria Capital Projects FY2024</b>	
<b>Description</b>	<b>FY2024</b>
Health and Wellness Center	18,118,445
Facilities Storage	1,122,325
Ben Wilson Street	1,023,002
University Center Roof	558,150
Northwest Parking Lot	42,684
Total Demo - Parking Lot-Smith Hall Entrance	1,875,525
University Center/North Chiller	55,126
Campus HVAC-JCI Update	20,745
Campus Tech Infrastructure Improvements	399,072
<b>Total</b>	<b>23,215,074</b>

<b>Total University of Houston System</b>	<b>321,942,829</b>
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<b>UH-Clear Lake Capital Projects FY2024</b>	
<b>Description</b>	<b>FY2024</b>
Capital Renewal Deferred Maintenance	8,240,000
Parking Lot/Roadway Maintenance	400,000
Other Infrastructure Upgrades	5,193,540
Exterior upgrades	436,436
Bayou Renovations	14,467,345
Delta Renovations	1,550,000
SSCB Renovations	729,381
Stem Renovations	139,329
Hunter Hall Renovations	1,428,559
Recreation and Wellness	973,914
<b>Total</b>	<b>33,558,504</b>

<b>System Capital Projects Allocation</b>	
<b>Campus</b>	<b>% of Total</b>
University of Houston	67.7%
UH-Clear Lake	10.4%
UH-Downtown	14.6%
UH-Victoria	7.2%
<b>Total</b>	<b>100.0%</b>

**University of Houston System Operating Budget**  
**Revenues FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 State Appropriations	\$ 389.1	\$ 330.0	\$ 367.5	\$ 384.5	\$ 445.3
2 HEF/National Research University Fund	85.0	82.9	82.3	82.7	85.0
3 Tuition & Fees	746.0	776.0	787.0	780.9	764.2
4 Other Operating	253.8	200.7	246.8	250.0	304.4
5 Contracts & Grants*	382.6	467.6	501.1	305.5	324.1
6 Endowment Income / Gifts	99.4	94.4	110.3	80.8	87.2
7 Total	<u>\$ 1,955.9</u>	<u>\$ 1,951.6</u>	<u>\$ 2,095.0</u>	<u>\$ 1,884.4</u>	<u>\$ 2,010.2</u>

\* Includes Federal financial aid

**University of Houston System Operating Budget**  
**Expenditures FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 Student Success	\$ 1,199.1	\$ 1,298.8	\$ 1,361.3	\$ 1,282.5	\$ 1,336.1
2 National Competitiveness	198.6	204.5	212.5	193.0	238.1
3 Infrastructure & Administration	312.3	279.1	278.6	362.8	380.9
4 Community Advancement	46.0	39.3	44.3	46.1	55.1
5 Total	<u>\$ 1,756.0</u>	<u>\$ 1,821.7</u>	<u>\$ 1,896.7</u>	<u>\$ 1,884.4</u>	<u>\$ 2,010.2</u>

**University of Houston System Budget  
FY 2024 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,282,179	\$ 200	\$ 394,354	\$ 5,000	\$ -	\$ 832,710	\$ 2,515,958	\$ 2,421,012
2 Tenure Track Faculty	208,778,279	30,052,849	6,323,719	245,154,847	46,780	22,851	537,036	-	-	44,659	245,806,173	226,873,000
3 Non-Tenure Track Faculty	56,358,149	10,758,599	2,615,071	69,731,819	4,667,894	-	110,883	-	-	-	74,510,596	65,431,022
4 Adjunct Faculty	24,209,481	2,779,605	4,617,748	31,606,834	145,600	36,000	-	-	-	-	31,788,434	28,737,079
5 Graduate Assistant	13,360,767	9,036,896	11,443,418	33,841,081	95,400	220,848	105,449	-	41,295	473,777	34,777,850	35,618,632
6 Exempt Staff	12,161,204	43,300,783	90,273,872	145,735,859	16,446,027	25,504,669	75,994,506	14,421,399	-	52,918,204	331,020,664	306,390,978
7 Non-Exempt Staff	1,794,654	4,754,218	38,913,739	45,462,611	2,442,842	9,933,318	7,719,981	22,515,367	30,211	5,754,608	93,858,938	88,134,596
8 Student Employees	865,366	1,194,972	5,311,655	7,371,993	108,281	1,365,969	733,548	86,826	3,611,478	6,989,920	20,268,015	20,588,629
9 Summer Instruction Salaries	11,969,332	591,778	56,000	12,617,110	-	-	-	-	-	5,000	12,622,110	12,907,926
10 Benefits	78,704,649	13,633,342	35,818,599	128,156,590	7,117,845	9,754,070	26,155,316	13,068,291	15,839	14,164,286	198,432,237	184,700,546
<b>11 Subtotal</b>	<b>408,201,881</b>	<b>116,103,042</b>	<b>195,373,821</b>	<b>719,678,744</b>	<b>31,070,669</b>	<b>46,837,725</b>	<b>111,356,719</b>	<b>50,091,883</b>	<b>3,698,823</b>	<b>80,350,454</b>	<b>1,043,085,017</b>	<b>969,382,408</b>
12 Capital	2,907,418	34,933,843	12,881,112	50,722,373	106,000	150,958	28,270,337	375,408	-	8,934,345	88,559,421	74,333,910
13 M&O	10,410,960	74,370,249	48,230,005	133,011,214	21,368,124	15,615,929	66,201,363	20,494,095	503,471	72,219,014	329,413,210	310,328,555
14 Travel & Business Expense	2,972,617	8,509,348	11,725,275	23,207,240	987,705	1,650,556	2,039,378	134,205	123,608	7,900,912	36,043,604	30,511,702
15 Debt Service	-	1,863,097	1,103,639	2,966,736	-	-	77,440,713	4,907,504	-	65,571,092	150,886,045	148,058,766
16 Utilities	-	-	500,000	500,000	308,000	4,000	2,000	19,006,664	-	10,658,494	30,479,158	30,582,644
17 Scholarship & Fellowship	1,202,613	2,298,920	2,126,342	5,627,875	47,000	1,992,782	242,271	-	319,321,267	2,100,333	329,331,528	318,855,257
<b>18 Subtotal</b>	<b>17,493,608</b>	<b>121,975,457</b>	<b>76,566,373</b>	<b>216,035,438</b>	<b>22,816,829</b>	<b>19,414,225</b>	<b>174,196,062</b>	<b>44,917,876</b>	<b>319,948,346</b>	<b>167,384,190</b>	<b>964,712,966</b>	<b>912,670,834</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 425,695,489</b>	<b>\$ 238,078,499</b>	<b>\$ 271,941,709</b>	<b>\$ 935,715,697</b>	<b>\$ 55,169,677</b>	<b>\$ 66,252,150</b>	<b>\$ 285,947,135</b>	<b>\$ 95,014,759</b>	<b>\$ 323,647,169</b>	<b>\$ 248,567,354</b>	<b>\$ 2,010,313,941</b>	<b>\$ 1,884,474,254</b>

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditures by Campus</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
20 System Admin	-	-	2,073,037	2,073,037	-	465,580	70,819,713	820,272	22,567	-	74,201,169	72,705,382
21 University of Houston	300,274,132	225,924,946	197,788,115	723,987,193	51,595,721	38,454,111	150,103,233	64,616,965	222,848,424	220,259,469	1,471,865,116	1,363,791,137
22 UH-Clear Lake	45,818,029	7,165,215	26,851,365	79,834,609	15,000	8,946,898	20,657,734	12,180,306	31,414,136	11,379,265	164,427,948	150,177,446
23 UH-Downtown	55,873,771	3,905,478	35,777,651	95,556,900	3,054,366	9,402,614	36,546,864	13,211,650	55,097,980	11,555,652	224,426,026	218,844,139
24 UH-Victoria	23,729,557	1,082,860	9,451,541	34,263,958	504,590	8,982,947	7,819,591	4,185,566	14,264,062	5,372,968	75,393,682	78,956,150
<b>25 Total</b>	<b>425,695,489</b>	<b>238,078,499</b>	<b>271,941,709</b>	<b>935,715,697</b>	<b>55,169,677</b>	<b>66,252,150</b>	<b>285,947,135</b>	<b>95,014,759</b>	<b>323,647,169</b>	<b>248,567,354</b>	<b>2,010,313,941</b>	<b>1,884,474,254</b>

## Fund Groups Used in the Budget Presentation

The tables that display the source of funds and use of funds in this budget presentation have been organized into three categories based on type of funds:

**Table 1. Summary of Sources & Uses of Funds**

This table is a summary of all fund groups and is the sum of Tables 2, 3 and 4 that follow below.

**Table 2. Operations**

Operating funds include the Educational and General, Designated, and Auxiliary fund groups as follows:

- **Educational and General Funds** - Funds for administration, institutional expense, instruction and departmental research, physical plant operation, libraries, and other items relating to instruction. Most state appropriations are accounted for in this fund.
- **Designated Funds** - Funds arising from sources that have been internally designated by management and approved by the Board of Regents to be used for special purposes.
- **Auxiliary Enterprises Funds** - Funds for activities that furnish services to students, faculty, or staff for which charges are made that are directly related to the cost of the service, such as residence halls, intercollegiate athletics, and food services.
- **Restricted funds** - Funds include contracts and grants for research and financial aid, gift income, and certain endowment income that can be used only for restricted purposes that have been specified by outside entities or persons.

**Table 4. Capital Projects**

Capital Projects, which are a portion of the Plant Fund group, are used for construction, rehabilitation, and acquisition of physical properties for institutional purposes.

**University of Houston System Combined**  
**Appendix A - Allocation of New FY 2024 Resources**

<u>Revenue Changes</u>	A
<b>State Appropriations</b>	
1 General Revenue	\$ 25,858,365
2 Special Items	2,775,000
3 State Matching Benefits	4,829,416
4 Repayment of Tuition Revenue Bonds	(11,088)
5 Comprehensive Research Funds	202,962
6 Fund Balance	(929,561)
7 Texas University Fund	30,480,599
<b>8 Subtotal State Appropriations</b>	<b><u>63,205,693</u></b>
<b>Other State Funds</b>	
9 Fund Balance	294,835
<b>10 Subtotal Other State Funds</b>	<b><u>294,835</u></b>
<b>Tuition and Fees</b>	
11 Institutional Tuition and Fees	(15,446,704)
12 College Tuition and Fees	652,865
13 Student Service Fees	(769,813)
14 Recreation and Wellness Centers	302,807
15 University/Student Center Fee	(228,420)
16 Fund Balance	14,035,411
17 Other Student Fees	(116,707)
<b>18 Subtotal Tuition and Fees</b>	<b><u>(1,570,561)</u></b>
<b>Other Operating</b>	
19 Facility and Administrative Cost	257,428
20 Central Investment Earnings	2,349,611
21 Other Educational and General Operations	9,009,983
22 Auxiliary Operations	20,374,089
23 Parking Fees	1,182,499
24 Residential Life and Housing & Meal Plan	386,316
25 Other Operating Income	135,459
26 Indirect Cost	(355,845)
27 Fund Balance	914,837
28 Hazlewood Compensation	4,590,892
<b>29 Subtotal Other Operating</b>	<b><u>38,845,269</u></b>
<b>Contracts and Grants</b>	
30 Research	12,490,846
31 Financial Aid	5,946,562
32 Other	(194,856)
<b>33 Subtotal Contracts and Grants</b>	<b><u>18,242,552</u></b>
<b>Endowment Income / Gifts</b>	
34 Gifts	2,874,008
35 Endowment Income	4,252,191
36 Fund Balance	(304,300)
<b>37 Subtotal Endowment Income / Gifts</b>	<b><u>6,821,899</u></b>
<b>38 Total Net Revenue</b>	<b><u>\$ 125,839,687</u></b>

<u>Reallocations</u>	B
1 Reallocations	<u>\$ (3,738,375)</u>

<u>Priority/Initiative Allocations</u>	C
2 Priority 1. Student Success	52,767,876
3 Priority 2. National Competitiveness	59,307,242
4 Priority 3. University Infrastructure & Administration	17,403,468
5 Priority 4. Community Advancement	87,416
6 Unallocated Reserve	12,060
<b>7 Total Priority/Initiative Allocations</b>	<b><u>\$ 125,839,687</u></b>

**University of Houston System Combined**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	<u>Change</u>		<u>Current</u>	<u>Change</u>		<u>New</u>
	FY2022 Budget	Dollars	Percent	FY2023 Budget	Dollars	Percent	FY2024 Budget
<b><u>Operating &amp; Restricted Budget</u></b>							
<b>Source of Funds</b>							
1 State Appropriations	\$ 365.2	\$ 19.4	5%	\$ 384.6	\$ 60.7	16%	\$ 445.3
2 HEF/NRUF	70.7	(6.5)	-9%	64.1	2.7	4%	66.8
3 Tuition & Fees	767.2	13.8	2%	780.9	(16.7)	-2%	764.2
4 Other Operating	302.4	(33.9)	-11%	268.5	54.1	20%	322.6
5 Contracts & Grants	288.7	16.8	6%	305.5	18.6	6%	324.1
6 Endowment Income/Gifts	74.8	6.0	8%	80.8	6.4	8%	87.2
<b>7 Total Sources</b>	<b>\$ 1,869.0</b>	<b>\$ 15.5</b>	<b>0.8%</b>	<b>\$ 1,884.4</b>	<b>\$ 125.7</b>	<b>6.7%</b>	<b>\$ 2,010.2</b>
<b>Use of Funds by Object</b>							
8 Salaries and Wages - Faculty	\$ 334.1	\$ (0.2)	0%	\$ 333.9	\$ 30.8	9%	\$ 364.7
9 Salaries and Wages - Staff	422.7	28.1	7%	450.7	29.2	6%	479.9
10 Benefits	181.6	3.1	2%	184.7	13.7	7%	198.4
11 M&O	383.0	(39.8)	-10%	343.2	24.7	7%	367.9
12 Capital	72.1	2.3	3%	74.3	14.2	19%	88.6
13 Scholarships	355.9	(37.1)	-10%	318.9	10.5	3%	329.3
14 Debt Service	89.0	59.1	66%	148.1	2.8	2%	150.9
15 Utilities	30.6	0.0	0%	30.6	(0.1)	0%	30.5
<b>16 Total Uses</b>	<b>\$ 1,869.0</b>	<b>\$ 15.5</b>	<b>0.8%</b>	<b>\$ 1,884.4</b>	<b>\$ 125.8</b>	<b>6.7%</b>	<b>\$ 2,010.2</b>
<b><u>Capital Facilities Budget</u></b>							
<b>Source of Funds</b>							
17 Expenditures by Campus	\$ 18.8	\$ (0.3)	-2%	\$ 18.5	\$ (0.3)	-2%	\$ 18.2
18 Bonds	156.4	(113.1)	-72%	43.4	119.7	276%	163.1
19 Gifts	5.7	(5.7)	-100%	-	7.2	0.0%	7.2
20 Other Debt Funded	18.4	75.7	412%	94.0	14.9	16%	109.0
21 Other	0.1	28.5	55976%	28.6	(4.1)	-14%	24.5
<b>22 Total Sources</b>	<b>\$ 199.3</b>	<b>\$ (14.9)</b>	<b>-7.5%</b>	<b>\$ 184.5</b>	<b>\$ 137.5</b>	<b>74.5%</b>	<b>\$ 322.0</b>
<b>Use of Funds by Object</b>							
23 Construction	\$ 146.9	\$ (30.8)	-21%	\$ 116.1	\$ 95.2	82%	\$ 211.2
24 Major Rehabilitation	50.2	18.1	36%	68.4	42.4	62%	110.8
25 Acquisitions	2.2	(2.2)	-100%	-	-	0.0%	-
<b>26 Total Uses</b>	<b>\$ 199.3</b>	<b>\$ (14.9)</b>	<b>-7.5%</b>	<b>\$ 184.5</b>	<b>\$ 137.6</b>	<b>74.6%</b>	<b>\$ 322.0</b>
<b><u>Total Operating, Restricted and Capital Budget</u></b>							
27	\$ 2,068.3	\$ 0.6	0.0%	\$ 2,068.9	\$ 263.4	12.7%	\$ 2,332.2

**University of Houston System Combined  
Table 2 - Current Operating Funds**

Source of Funds	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 232,402,082	\$ 23,047,815	9.9%	\$ 255,449,897
Special Items	32,723,641	2,946,387	9.0%	35,670,028
National Research University Fund	6,050,000			6,050,000
TUFF		30,480,599	0.0%	30,480,599
Tuition Revenue Bonds	57,401,250	(11,088)	0.0%	57,390,162
State Benefits Appropriation	61,963,479	4,414,928	7.1%	66,378,407
Dedicated Appropriations	106,112	(23,612)	-22.3%	82,500
Subtotal State General Revenue Appropriations	390,646,564	60,855,029	15.6%	451,501,593
Tuition and Fees				
Consolidated Tuition & Fees	122,802,872	1,119,709	0.9%	123,922,581
Lab/other Student Fees	148,836	(11,243)	-7.6%	137,593
Subtotal Tuition and Fees	122,951,708	1,108,466	0.9%	124,060,174
HEF	76,611,208	2,311,351	3.0%	78,922,559
Indirect Cost	1,238,909	26,030	2.1%	1,264,939
Income on State Treasury Deposits	3,320,208	169,317	5.1%	3,489,525
Hazlewood Compensation		5,613,551	0.0%	5,613,551
Fund Balance	2,369,684	(589,726)	-24.9%	1,779,958
Subtotal General Funds	597,138,281	69,494,018	11.6%	666,632,299
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	514,455,404	(14,424,077)	-2.8%	500,031,327
Designated Tuition - Differential	21,307,865	(1,172,301)	-5.5%	20,135,564
Voluntary Fees	20,693,016	770,492	3.7%	21,463,508
Library Fee	2,693,606	(171,296)	-6.4%	2,522,310
Technology Fee	9,447,882	(628,222)	-6.6%	8,819,660
Information Resource Fee	5,238,542	(444,088)	-8.5%	4,794,454
Major/Department/Class Fees	14,490,135	(674,447)	-4.7%	13,815,688
Subtotal Tuition and Fees	588,326,450	(16,743,939)	-2.8%	571,582,511
Indirect Cost	23,065,591	(129,667)	-0.6%	22,935,924
Investment Income on Non-Endowed Funds	9,508,713	2,169,111	22.8%	11,677,824
Endowment Income	11,516,578	510,915	4.4%	12,027,493
Service Charge	10,815,607	(41,819)	-0.4%	10,773,788
Contracts / Grants / Gifts	259,200	8,250	3.2%	267,450
Intellectual Property Management	1,000,000			1,000,000
Arte Publico/Opt Clinic/Self Supp Org	38,273,555	8,714,124	22.8%	46,987,679
Aux Admin Chg/Other	5,761,362	282,859	4.9%	6,044,221
Fund Balance	11,599,360	15,494,830	133.6%	27,094,190
Subtotal Designated Funds	700,126,416	10,264,664	1.5%	710,391,080
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	36,685,543	(976,320)	-2.7%	35,709,223
Recreation and Wellness Center	17,474,802	251,182	1.4%	17,725,984
University Center Fees	15,096,578	(228,420)	-1.5%	14,868,158
Other Student Fees	407,907	(116,707)	-28.6%	291,200
Subtotal Student Fees	69,664,830	(1,070,265)	-1.5%	68,594,565
Sales & Service - Student Housing	55,916,036	318,816	0.6%	56,234,852
Sales & Service - Parking	25,561,824	1,125,289	4.4%	26,687,113
Sales & Service - Athletics/Hotel/Other	79,466,459	20,407,801	25.7%	99,874,260
Fund Balance	1,117,649	(229,235)	-20.5%	888,414
Subtotal Auxiliary Funds	231,726,798	20,552,406	8.9%	252,279,204
<b>Total Current Operating Funds</b>	1,528,991,495	100,311,088	6.6%	1,629,302,583
<b>Interfund Transfer</b>	(19,527,619)	350,799	-1.8%	(19,176,820)
<b>Total Operations Sources</b>	1,509,463,876	100,661,887	6.7%	1,610,125,763

**University of Houston System Combined  
Table 2 - Current Operating Funds**

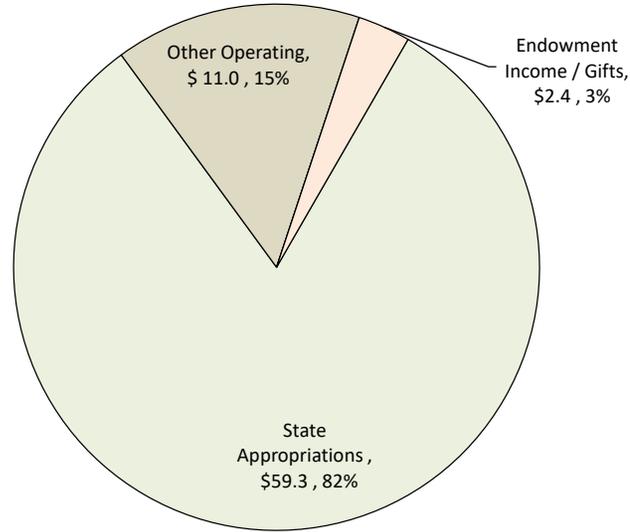
	<b>FY2023</b>	<b>-----Change-----</b>		<b>FY2024</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>Restricted</b>				
Contracts and Grants				
Research	123,073,952	12,581,246	10.2%	135,655,198
Financial Aid	179,787,344	6,200,987	3.4%	185,988,331
Houston Public Media	2,374,717	(194,856)	-8.2%	2,179,861
Gifts	43,839,390	2,863,966	6.5%	46,703,356
Endowment Income	24,406,116	3,663,834	15.0%	28,069,950
Other Restricted	1,016,734	(606,608)	-59.7%	410,126
Fund Balance	251,664	659,075	261.9%	910,739
<b>Total Current Operating Funds</b>	<b>374,749,917</b>	<b>25,167,644</b>	<b>6.7%</b>	<b>399,917,561</b>
<b>Interfund Transfer</b>	<b>260,461</b>	<b>10,156</b>	<b>3.9%</b>	<b>270,617</b>
<b>Total Restricted Sources</b>	<b>375,010,378</b>	<b>25,177,800</b>	<b>6.7%</b>	<b>400,188,178</b>
<b>Total Sources</b>	<b>\$ 1,884,474,254</b>	<b>\$ 125,839,687</b>	<b>6.7%</b>	<b>\$ 2,010,313,941</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 784,681,862	\$ 59,970,918	7.6%	\$ 844,652,780
<b>Benefits</b>	184,700,546	13,731,691	7.4%	198,432,237
<b>M&amp;O</b>	343,311,269	24,646,703	7.2%	367,957,972
<b>Capital</b>	74,333,910	14,225,511	19.1%	88,559,421
<b>Scholarships</b>	318,855,257	10,476,271	3.3%	329,331,528
<b>Debt Service</b>	148,058,766	2,892,079	2.0%	150,950,845
<b>Utilities</b>	30,532,644	(103,486)	-0.3%	30,429,158
<b>Total Uses</b>	<b>\$ 1,884,474,254</b>	<b>\$ 125,839,687</b>	<b>6.7%</b>	<b>\$ 2,010,313,941</b>

# University of Houston System Administration Budget

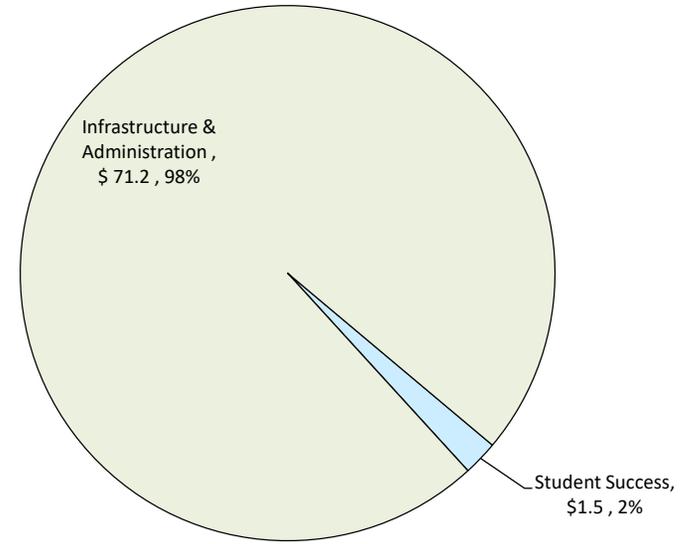
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## FY2023

### Operating Budget Source of Funds



### Operating Budget Use of Funds



#### Total Budget

	\$ Millions
Operating Budget	\$ 72.7
Capital Facilities	-
<b>Total</b>	<b>\$ 72.7</b>

\* Includes Federal Financial Aid

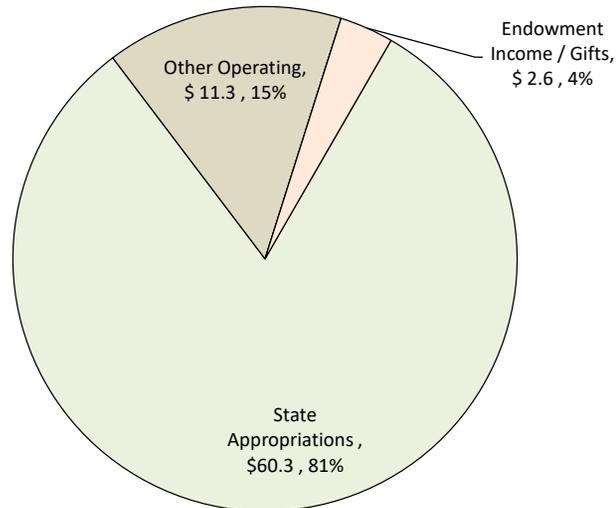
Total \$72.7 Million

Total \$72.7 Million

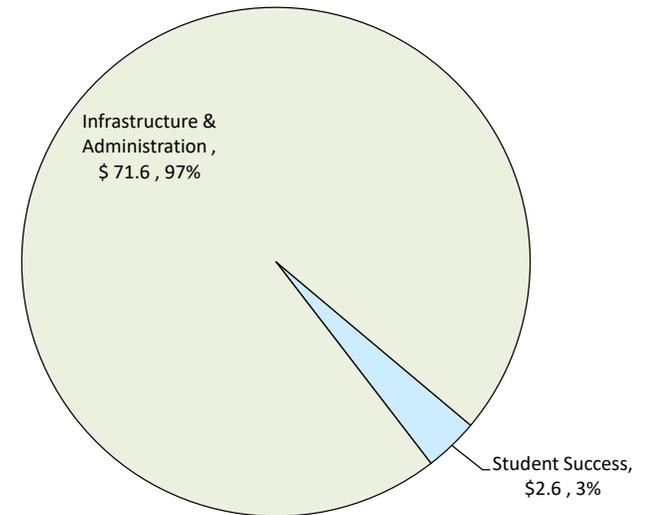
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## FY2024

### Operating Budget Source of Funds



### Operating Budget Use of Funds



#### Total Budget

	\$ Millions
Operating Budget	\$ 74.2
Capital Facilities	-
<b>Total</b>	<b>\$ 74.2</b>

\* Includes Federal Financial Aid

Total \$74.2 Million

Total \$74.2 Million

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**University of Houston System Administration Operating Budget**  
**Revenues FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 State Appropriations	\$ 42.0	\$ 42.0	\$ 42.4	\$ 59.3	\$ 60.3
2 Other Operating	9.2	8.8	10.4	11.0	11.3
3 Contracts & Grants *	0.6	-	-	-	-
4 Endowment Income / Gifts	4.6	4.7	5.0	2.4	2.6
5 Total	<u>\$ 56.4</u>	<u>\$ 55.5</u>	<u>\$ 57.8</u>	<u>\$ 72.7</u>	<u>\$ 74.2</u>

**University of Houston System Administration Operating Budget**  
**Expenditures FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 Student Success	\$ 1.3	\$ 1.3	\$ 0.9	\$ 1.5	\$ 2.6
2 National Competitiveness	0.5	0.5	(0.0)	-	-
3 Infrastructure & Administration	52.0	51.0	53.3	71.2	71.6
4 Total	<u>\$ 53.8</u>	<u>\$ 52.8</u>	<u>\$ 54.2</u>	<u>\$ 72.7</u>	<u>\$ 74.2</u>

**University of Houston System Administration  
FY 2024 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
1 Exempt Staff	\$ -	\$ -	\$ 474,598	\$ 474,598	\$ -	\$ 393,736	\$ 8,346,869	\$ 14,556	\$ -	\$ -	\$ 9,229,759	\$ 8,904,814
2 Non-Exempt Staff	-	-	-	-	-	-	77,364	174,781	-	-	252,145	307,146
3 Student Employees	-	-	-	-	-	-	29,999	-	-	-	29,999	29,999
4 Benefits	-	-	88,433	88,433	-	62,244	2,463,736	60,916	-	-	2,675,329	2,566,145
<b>5 Subtotal</b>	<b>-</b>	<b>-</b>	<b>563,031</b>	<b>563,031</b>	<b>-</b>	<b>455,980</b>	<b>10,917,968</b>	<b>250,253</b>	<b>-</b>	<b>-</b>	<b>12,187,232</b>	<b>11,808,104</b>
6 M&O	-	-	1,276,960	1,276,960	-	9,600	2,080,108	517,019	-	-	3,883,687	2,775,480
7 Travel & Business Expense	-	-	-	-	-	-	220,204	3,000	-	-	223,204	243,204
8 Debt Service	-	-	-	-	-	-	57,390,162	-	-	-	57,390,162	57,401,250
9 Utilities	-	-	-	-	-	-	-	50,000	-	-	50,000	50,000
10 Scholarship & Fellowship	-	-	233,046	233,046	-	-	211,271	-	22,567	-	466,884	427,344
<b>11 Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,510,006</b>	<b>1,510,006</b>	<b>-</b>	<b>9,600</b>	<b>59,901,745</b>	<b>570,019</b>	<b>22,567</b>	<b>-</b>	<b>62,013,937</b>	<b>60,897,278</b>
<b>12 Total Expenditure Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,073,037</b>	<b>\$ 2,073,037</b>	<b>\$ -</b>	<b>\$ 465,580</b>	<b>\$ 70,819,713</b>	<b>\$ 820,272</b>	<b>\$ 22,567</b>	<b>\$ -</b>	<b>\$ 74,201,169</b>	<b>\$ 72,705,382</b>

08/23/2023

2.4

**University of Houston System Administration**  
**Appendix A - Allocation of New FY 2024 Resources**

<u>Revenue Changes</u>	A
<b>State Appropriations</b>	
1 Special Items	\$ 1,000,000
2 State Matching Benefits	20,222
3 Repayment of Tuition Revenue Bonds	(11,088)
4 Fund Balance	269,071
<b>5 Subtotal State Appropriations</b>	<u>1,278,205</u>
<b>Other Operating</b>	
6 Central Investment Earnings	36,308
7 Other Operating Income	135,787
<b>8 Subtotal Other Operating</b>	<u>172,095</u>
<b>Endowment Income / Gifts</b>	
9 Endowment Income	45,487
<b>10 Subtotal Endowment Income / Gifts</b>	<u>45,487</u>
<b>11 Total Net Revenue</b>	<u>\$ 1,495,787</u>

<u>Reallocations</u>	B
1 Reallocations	<u>\$ -</u>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success</b>	
2 Teacher Preparation Program	1,000,000
<b>3 Subtotal Student Success</b>	<u>1,000,000</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
4 Tuition Revenue Bond Debt Service	(11,088)
5 Operations and Administration Support	506,875
<b>6 Subtotal University Infrastructure &amp; Administration</b>	<u>495,787</u>
<b>7 Total Priority/Initiative Allocations</b>	<u>\$ 1,495,787</u>

**University of Houston System Administration**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

	<b>A</b>		<b>B</b>		<b>C</b>		<b>D</b>		<b>E</b>		<b>F</b>		<b>G</b>	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2022		Dollars	Percent	FY2023		Dollars	Percent	FY2024		Dollars	Percent	FY2024	
<b>Operating &amp; Restricted Budget</b>	Budget				Budget				Budget				Budget	
<b>Source of Funds</b>														
1 State Appropriations	\$ 42.4		\$ 16.9	40%	\$ 59.4		\$ 1.0	2%	\$ 60.3				\$ 60.3	
4 Other Operating	10.9		0.1	1%	11.0		0.3	2%	11.3				11.3	
6 Endowment Income/Gifts	2.2		0.2	7%	2.3		0.2	10%	2.6				2.6	
<b>7 Total Sources</b>	<b>\$ 55.5</b>		<b>\$ 17.2</b>	<b>30.9%</b>	<b>\$ 72.7</b>		<b>\$ 1.5</b>	<b>2.0%</b>	<b>\$ 74.2</b>				<b>\$ 74.2</b>	
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$ 8.9		\$ (8.9)	-100%	\$ -		\$ -	0.0%	\$ -				\$ -	
9 Salaries and Wages - Staff	2.6		6.7	262%	9.2		0.3	3%	9.5				9.5	
10 Benefits	3.1		(0.5)	-17%	2.6		0.1	4%	2.7				2.7	
11 M&O	-		3.0	0.0%	3.0		1.1	36%	4.1				4.1	
12 Capital	0.4		(0.4)	-100%	-		-	0.0%	-				-	
13 Scholarships	40.5		(40.1)	-99%	0.4		0.0	9%	0.5				0.5	
14 Debt Service	0.1		57.4	114703%	57.4		(0.0)	0%	57.4				57.4	
15 Utilities	-		0.1	0.0%	0.1		-	0%	0.1				0.1	
<b>16 Total Uses</b>	<b>\$ 55.5</b>		<b>\$ 17.2</b>	<b>30.9%</b>	<b>\$ 72.7</b>		<b>\$ 1.5</b>	<b>2.1%</b>	<b>\$ 74.2</b>				<b>\$ 74.2</b>	
<b>Total Operating, Restricted and Capital Budget</b>														
27	\$ 55.5		\$ 17.2	30.9%	\$ 72.7		\$ 1.5	2.1%	\$ 74.2				\$ 74.2	

**University of Houston System Administration**  
**Table 2 - Current Operating Funds**

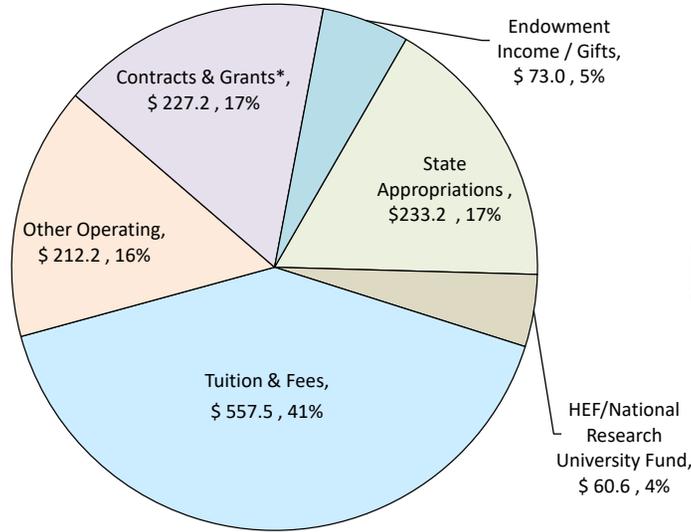
Source of Funds	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 1,468,759			\$ 1,468,759
Special Items		1,000,000	0.0%	1,000,000
Tuition Revenue Bonds	57,401,250	(11,088)	0.0%	57,390,162
State Benefits Appropriation	479,776	20,222	4.2%	499,998
Subtotal State General Revenue Appropriations	59,349,785	1,009,134	1.7%	60,358,919
Fund Balance	59,501	269,071	452.2%	328,572
Subtotal General Funds	59,409,286	1,278,205	2.2%	60,687,491
<b>Designated</b>				
Investment Income on Non-Endowed Funds	143,692	36,308	25.3%	180,000
Endowment Income	1,843,979	177,606	9.6%	2,021,585
Service Charge	10,815,607	(41,819)	-0.4%	10,773,788
Subtotal Designated Funds	12,803,278	172,095	1.3%	12,975,373
<b>Restricted</b>				
Endowment Income	492,818	45,487	9.2%	538,305
<b>Total Restricted Sources</b>	492,818	45,487	9.2%	538,305
<b>Total Sources</b>	\$ 72,705,382	\$ 1,495,787	2.1%	\$ 74,201,169
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 9,241,959	\$ 269,944	2.9%	\$ 9,511,903
Benefits	2,566,145	109,184	4.3%	2,675,329
M&O	3,068,684	1,088,207	35.5%	4,156,891
Scholarships	427,344	39,540	9.3%	466,884
Debt Service	57,401,250	(11,088)	0.0%	57,390,162
<b>Total Uses</b>	\$ 72,705,382	\$ 1,495,787	2.1%	\$ 74,201,169

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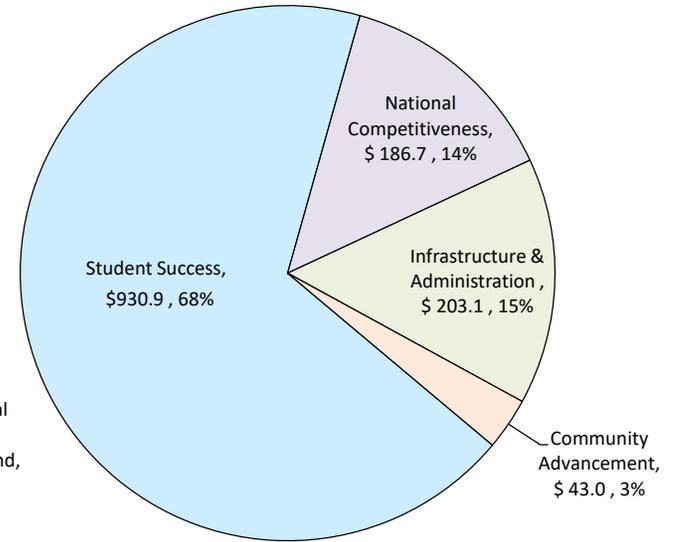
**FY2023**

**University of Houston Budget**

Operating Budget Source of Funds



Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 1,363.7
Capital Facilities	129.0
<b>Total</b>	<b>\$ 1,492.7</b>

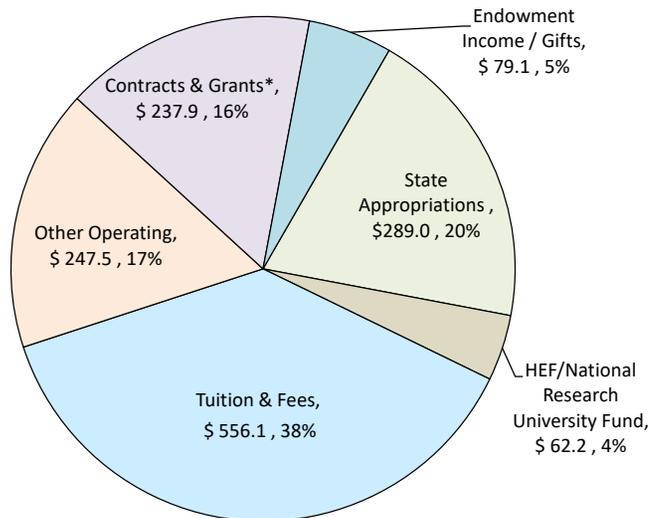
\* Includes Federal Financial Aid

Total \$1,363.7 Million

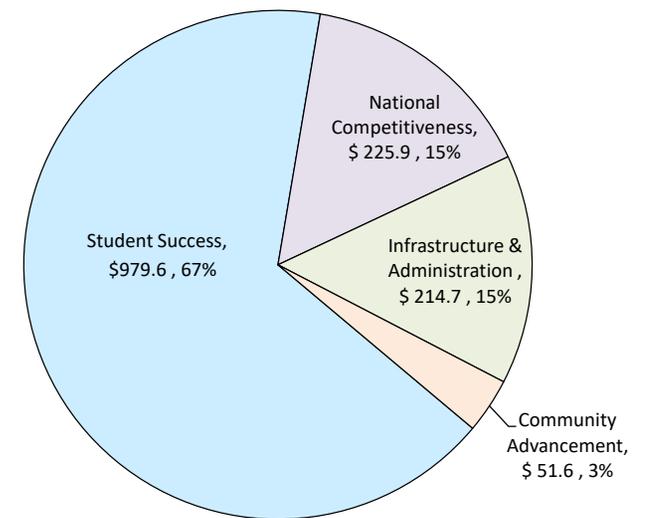
Total \$1,363.7 Million

**FY2024**

Operating Budget Source of Funds



Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 1,471.8
Capital Facilities	218.1
<b>Total</b>	<b>\$ 1,689.9</b>

\* Includes Federal Financial Aid

Total \$1,471.8 Million

Total \$1,471.8 Million

**University of Houston Operating Budget**  
**Revenues FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 State Appropriations	\$ 259.4	\$ 203.9	\$ 231.8	\$ 233.2	\$ 289.0
2 HEF/National Research University Fund	60.9	60.9	60.3	60.6	62.2
3 Tuition & Fees	529.8	549.7	561.1	557.5	556.1
4 Other Operating	228.8	181.2	226.5	212.2	247.5
5 Contracts & Grants*	284.3	330.3	369.1	227.2	237.9
6 Endowment Income / Gifts	88.2	83.9	97.6	73.0	79.1
7 Total	<u>\$ 1,451.4</u>	<u>\$ 1,409.9</u>	<u>\$ 1,546.4</u>	<u>\$ 1,363.7</u>	<u>\$ 1,471.8</u>

\* Includes Federal financial aid

**University of Houston Operating Budget**  
**Expenditures FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 Student Success	\$ 869.5	\$ 914.9	\$ 966.4	\$ 930.9	\$ 979.6
2 National Competitiveness	193.4	199.3	207.7	186.7	225.9
3 Infrastructure & Administration	183.1	153.8	143.6	203.1	214.7
4 Community Advancement	42.2	35.7	40.6	43.0	51.6
5 Total	<u>\$ 1,288.2</u>	<u>\$ 1,303.7</u>	<u>\$ 1,358.3</u>	<u>\$ 1,363.7</u>	<u>\$ 1,471.8</u>

**University of Houston  
FY 2024 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,282,179	\$ 200	\$ -	\$ -	\$ -	\$ 823,700	\$ 2,107,594	\$ 2,050,012
2 Tenure Track Faculty	147,715,418	30,052,849	6,103,231	183,871,498	32,319		5,800				183,909,617	165,646,184
3 Non-Tenure Track Faculty	45,289,411	10,758,599	2,538,102	58,586,112	4,653,188		-				63,239,300	54,610,169
4 Adjunct Faculty	16,879,415	2,779,605	4,588,507	24,247,527	145,600	36,000					24,429,127	21,579,055
5 Graduate Assistant	12,580,449	9,036,896	11,366,518	32,983,863	95,400	195,848	49,648		41,295	451,177	33,817,231	34,599,458
6 Exempt Staff	7,292,739	39,797,745	62,427,739	109,518,223	15,354,787	14,573,567	44,124,508	12,158,713		46,934,706	242,664,504	221,789,276
7 Non-Exempt Staff	396,341	4,693,535	30,973,905	36,063,781	2,221,295	6,058,606	1,139,740	16,238,977	30,211	3,657,497	65,410,107	59,371,433
8 Student Employees	616,741	790,310	3,609,312	5,016,363	77,000	652,664	316,021	82,600	2,889,764	5,784,105	14,818,517	14,873,578
9 Summer Instruction Salaries	6,142,922	591,778	56,000	6,790,700						5,000	6,795,700	6,963,865
10 Benefits	53,348,665	12,828,314	24,981,820	91,158,799	6,678,197	4,999,155	15,071,679	10,389,031	15,839	11,823,769	140,136,469	129,314,246
<b>11 Subtotal</b>	<b>290,262,101</b>	<b>111,329,631</b>	<b>146,645,134</b>	<b>548,236,866</b>	<b>29,257,786</b>	<b>26,515,840</b>	<b>60,707,396</b>	<b>38,869,321</b>	<b>2,977,109</b>	<b>68,656,254</b>	<b>775,220,572</b>	<b>708,747,264</b>
12 Capital	2,359,818	34,924,343	6,118,768	43,402,929	106,000		25,743,415	350,000		8,919,345	78,521,689	65,342,716
13 M&O	4,120,342	67,963,432	31,662,984	103,746,758	19,623,854	8,632,261	42,740,408	9,561,997	503,471	66,039,544	250,848,293	238,789,509
14 Travel & Business Expense	2,607,651	8,297,064	11,015,623	21,920,338	970,902	1,322,528	1,282,839	103,528	122,808	7,717,083	33,440,026	28,144,795
15 Debt Service		1,863,097		1,863,097			19,596,175			56,242,395	77,701,667	74,861,120
16 Utilities			500,000	500,000	308,000	4,000	2,000	15,732,119		9,760,815	26,306,934	25,412,970
17 Scholarship & Fellowship	924,220	1,547,379	1,844,091	4,315,690	47,000	1,979,282	31,000		219,245,036	2,100,333	227,718,341	220,442,751
<b>18 Subtotal</b>	<b>10,012,031</b>	<b>114,595,315</b>	<b>51,141,466</b>	<b>175,748,812</b>	<b>21,055,756</b>	<b>11,938,071</b>	<b>89,395,837</b>	<b>25,747,644</b>	<b>219,871,315</b>	<b>150,779,515</b>	<b>694,536,950</b>	<b>652,993,861</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 300,274,132</b>	<b>\$ 225,924,946</b>	<b>\$ 197,788,115</b>	<b>\$ 723,987,193</b>	<b>\$ 51,595,721</b>	<b>\$ 38,454,111</b>	<b>\$ 150,103,233</b>	<b>\$ 64,616,965</b>	<b>\$ 222,848,424</b>	<b>\$ 220,259,469</b>	<b>1,471,865,116</b>	<b>\$ 1,363,791,137</b>

08/23/2023

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**University of Houston**  
FY 2024 Annual Plan and Budget

## University of Houston Mission and Goals

### UH Mission

Connecting Potential with Opportunity

The University of Houston draws strength from its diversity to transform lives and communities through education, research, service, and innovation in a real-world setting. UH is an engine for discovery, conversation, and change that informs and leads local, state, national, and global partnerships.

### UH Goals

- *Student Success*  
UH will provide a top tier, inclusive educational experience to all. UH stands ready to further bridge the gap between dreams and opportunity, to graduate more students with higher grade point averages, make college more financially accessible to all, and elevate the learning experience to prepare students for successful careers. UH will use innovative and creative teaching methods, including experiential learning opportunities, to provide the highest quality degree programs that prepare students and working professionals to excel and serve as leaders in their chosen fields.
- *Nationally Competitive Research*  
UH will build on its Carnegie Foundation designation as a nationally competitive public research university by accelerating research efforts and fostering a culture of curiosity and collaboration to build a research powerhouse that affects our region and the world. UH will establish an infrastructure to promote interdisciplinary and inter-institutional research in Houston's areas of strength: energy, infrastructure, space, health, data sciences, and the arts, create sustainable solutions for local, national, and global challenges, support faculty and staff to compete for research honors and recognitions at the highest level, and build an immersive culture of research and innovation for all students.
- *Social Responsibility*  
UH will serve as an exemplar for community engagement, continue expansion of social initiatives to make a lasting community impact by building a coalition of medical and health professionals, health care providers, and students who collaborate with community stakeholders to reduce health disparities and achieve health equity. UH will support a culture of volunteerism, bolster efforts by faculty, staff, and students to seek an institutional culture that supports freedom of expression and diversity of views.

- *Nationally Relevant Athletics*  
UH will establish a sustainable funding base to support athletic programs and pursue the best national platform for student-athletes to compete. UH will provide a comprehensive educational experience to prepare student-athletes for academic and lifelong success.
- *Competitive Funding*  
UH will seek and secure legislative funding to build a sustainable resource base to support its institutional mission, vision, and goals, equitably fund education for all students, enhance private fundraising, and establish new revenue streams.

## **UH Values**

- *Innovation*  
We infuse innovation into everything – our culture, curriculum and campus workplace.
- *Collaboration*  
We build strength through creative innovation, entrepreneurship, research intellectual curiosity and partnerships in everything we do.
- *Freedom of Expression.*  
We value our people and embrace our differences as we remove barriers, engage in free and open discourse and provide resources to think critically and make us stronger.
- *Resilience*  
We change and adapt, transform and are creative to meet the ever-changing needs of the University and society.

## **FY 2024 Budget – Context**

In FY2021, UH revealed its new Strategic Plan, “Together, we rise; Together, we soar”. The strategic plan has set the University’s sights even higher with a vision of becoming a top 50 Public University that provides a top tier education, conducts research that impacts the region and the world, serves as an example for community engagement, builds a nationally relevant athletics program, and has a sustainable funding base to support its vision and goals. UH continues to focus its efforts and resources on achieving these goals, including doubling its research expenditures to \$400M.

The University recognizes that the key to funding its initiatives and plans is growth in market share and is taking steps to achieve this initiative. The University remains well positioned to continue moving toward the goals outlined in the strategic plan that include innovative and accessible education and student success, and infrastructure and faculty support for nationally competitive research.

The University of Houston's preliminary enrollment numbers for the Fall 2023 semester are encouraging following two years of flat-to declining enrollment. Nonetheless, the University has developed its FY2024 budget assuming flat enrollment for FY2024, which means we are not budgeting any increase in tuition revenue from enrollment. In addition, there is no change in tuition rates in FY2024 relative to FY2023, other than the state mandated nonresident rate.

The University's budget is comprised of two parts; the operating budget and the capital expenditure budget. For FY2024, the total budget will increase \$197.2M; of which the operating budget will increase \$108.1M, and the capital expenditure budget will increase \$89.1M.

FY2024 brings significant changes into the University's state funding that total \$55.6M. The state approved a new State Endowment, the Texas University Fund, which will provide funding specifically for research efforts to assist UH in further achieving national prominence as a major research university. This new state endowment requires passage by voters of an amendment to the Texas constitution, the election will be held in November 2023. If passed, the amendment would provide additional funding towards our research plan, which includes new faculty lines, core research equipment acquisition and replacement, lab renovations, faculty start-up packages, and additional support as the research enterprise grows. This funding is necessary for the University to achieve its goal of doubling research expenditures and becoming a top 50 public university. In addition, the state approved an increase in institutional enhancement funding for the University of Houston. Lastly, the state approved, as part of the Affordability Plan, an increase in the formula funding, increased the states coverage of higher education group insurance costs for state employees, and provided an increase in the reimbursement for Hazlewood Legacy Exemption costs. We have developed the University's FY2024 budget with the assumption that the constitutional amendment does pass. Should the plan not pass, we would adjust our commitment pacing to the research plan to be commensurate with resources available.

In addition to the allocation of new revenues, the University will also invest centrally funded reserves set aside in prior fiscal years for a total allocation of \$5.9M; reserves will be used to offset revenue shortfalls of \$4.4M from enrollment decline and support market equity initiatives. The University will also invest \$13M in one time funding in support of increasing operating costs, investment in one-time research start-up costs, and supporting academic initiatives.

## **University Priorities**

The FY2024 budget focuses on retaining top talent, student success, and research. The University

will invest \$30.5M of TUF funding in research initiatives, including committing funds for the hiring and support of Presidential Frontier Faculty; salary support for Aspire Faculty; and investment in Core Facilities including core equipment purchase and replacement, and infrastructure and installation, and dedicated lab technicians to manage the core equipment as well as other support positions as the research enterprise grows toward our goal of \$400M in research expenditures. During FY2023, the University continued its efforts to review the external salary market, which has undergone a significant shift, and is working with an external consultant to evaluate market compensation for all staff positions as well as develop a new compensation structure. The University will be adding to its previous investment of \$6.7M in staff market adjustments with additional funds of \$4.1M in FY2024. Market studies have also been conducted for certain faculty categories and competitive adjustments of \$2.4M are planned for FY2024. Both market adjustments will be phased in over the next three operating cycles. The University continues to focus on faculty and staff retention through faculty tenure and promotion funding, and merit increases for high performing personnel.

The University of Houston continues its momentum to engage alumni and friends, corporations and foundations, and volunteer leaders as the University's external partners and investors. This builds on the work of the eight-year comprehensive "Here, We Go" Campaign, which focused on generating philanthropy to support core initiatives – scholarships, faculty support, facilities, programs that generate a "Healthy Houston" and athletics. The Campaign, which ended on August 31, 2020, surpassed its \$1 Billion goal eighteen months early and raised \$1.2 billion, from more than 187,000 donors (133,625 were new donors).

The University continues its fundraising and engagement momentum through focus on five targeted campaigns that align with the University's strategic plan and vision of becoming a Top 50 public research university. These campaign initiatives include: increasing chairs and professorships in strategic research areas, increasing endowments for student scholarships, support for the College of Medicine, support for Athletics operations and new facilities, and increasing alumni engagement.

These fundraising campaigns will greatly impact the focus of the institution's strategic plan for resourcing programs and engaging stakeholders – alumni, donors, prospects and volunteer leaders.

To best reflect our attention to and work toward the interests in all our constituencies, the Division of Advancement and Alumni aligns with CASE (Council for Advancement and Support of Education) standards, guided by four critical measurements – which consist of the following:

- Philanthropic participation
- Volunteerism
- Experiential
- Communication

Our alumni relations work in these areas will determine much of our future and is important in our quest to be in the Top 50.

As described in the following plan, the University will invest: \$108.1 of new resources, including reallocation of prior year reserves not used to correct budget estimates for slight declines in enrollment, and \$56.1M of HEF in achieving its goals. Initiatives will (1) provide students with the financial resources and other support that they need to ensure their success; (2) build a faculty and staff that perform at Tier One levels of excellence; and (3) invest in the facilities, technology, systems, and programs that help ensure that students and faculty have the operating and physical environment needed for the ultimate goal of student success. Additionally, \$13M in one time funding will be provided for non-recurring projects.

	New Resources	HEF	Total	One Time
Reallocate Reserves (Staff Equity)	(1,432,467)	-	(1,432,467)	-
Student Success	48,566,287	31,719,399	80,285,686	3,350,000
Nationally Competitive Research	52,143,457	7,414,204	59,557,661	7,217,158
Infrastructure and Operations	8,948,498	17,025,082	25,973,580	2,471,000
Social Responsibility and Community Engagement	(163,856)	-	(163,856)	
Unallocated Reserve	12,060	-	12,060	-
<b>Total</b>	<b>108,073,979</b>	<b>56,158,685</b>	<b>164,232,664</b>	<b>13,038,158</b>

### Priority 1. Student Success

#### Context

Increasing the retention and graduation of a diverse student body with exceptional academic qualifications is key to furthering UH’s position as a Tier One university. To that end, the university continued this year (as it has for the past several years) to maintain or improve its performance on the essential student success measures on its progress card:

	2022 Report	2023 Report
Freshman 1-year Retention Rate	85%	85%
Freshman 6-year Graduation Rate	62%	63%
Freshman Average SAT	1240	1249
Freshman Acceptance Rate	66%	66%
Number of Graduate Programs Ranked in Top 50	18	20
Percentage of Graduate/Professional Students	18%	19%

The University continues to make progress toward reaching its freshman 6-year graduation rate goal of over 70%, rising from 62% to 63% in the last year. Moreover, the average credit hours at graduation for FTIC students has decreased from 148 hours in 2013 to 138 hours in 2022.

This represents a cost savings of 10 credit hours and the potential to enter the workforce sooner.

Improvements in student success have been facilitated by the university's continuing commitment to support retention and timely completion including the implementation of targeted strategies such as proactive academic interventions, course and curriculum redesign, academic maps, scholarships and grants.

Progress has also been made toward enhancing the graduate and professional profile with the number of graduate programs ranked in the Top 50 increasing from 18 to 20 and the percentage of graduate and professional students rising from 18% to 19%.

### **FY2024 Budget Initiatives**

- *Need Based Financial Aid (\$2,761,107 New Resources) – App A: C2, C3*  
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. For FY2024, increases in the maximum Pell grant amount, and increases in Texas Grant funding will provide need-based scholarships for both undergraduate and graduate students.
- *Enhanced Student and Academic Support (\$12,441,491 New Resources, \$31,719,399 HEF) – App A: C4, C5, C6, App B: 1 - 4*  
To help ensure that university facilities support the strategic priorities, the university will invest \$3M for the renovation of academic classrooms to improve spaces for student learning; \$13.5M for the renovation of core academic and life sciences facilities, and \$4M in life safety initiatives. Additional investment in academic facilities comes from \$11.2M to partially finance the renovation of core and life science facilities, the John M. O'Quinn law building, the Hobby School building, and other academic buildings and spaces. Additionally, \$12.4M from academic initiatives as well as increases in endowment income, gifts, and increased participation in college programs will support academic and student programs in the Universities colleges during FY2024. Finally, \$3.4M in one-time funds will be invested in support for academic initiatives, mental health, and student recruitment.
- *Improved Campus Services (\$33,363,689 New Resources) – App A: C5, C7*  
In addition to academic programming and support, building a high-quality campus environment is essential to recruiting and retaining a Tier One student body. In FY2024, the university will invest \$22.4M to address market driven operational cost increases and improve residential life & housing, parking, and meal service programs and expand Athletics operations as it begins its inaugural year in the Big 12 Conference. The Tilman J. Fertitta Family College of Medicine continues to grow, and will experience increased enrollment and expansion of their clinic operations, resulting in \$10.9M of increased funding to address the costs associated with the growth.

### Priority 1. Investment of Resources in FY2024 Initiatives

Initiative	New Resources	HEF	Total	One Time
Need Based Financial Aid	2,761,107	-	2,761,107	-
Enhanced Student & Academic Support	12,441,491	31,719,399	44,160,890	3,350,000
Improved Campus Services	33,363,689	-	33,363,689	-
<b>Total</b>	<b>48,566,287</b>	<b>31,719,399</b>	<b>80,285,686</b>	<b>3,350,000</b>

### Priority 2. National Competitiveness

#### Context

The University of Houston continues invest in achieving its goal of doubling research expenditures as part of the path to becoming a top 50 public university. A key driver of achieving this goal is the \$253M Research Plan, which includes hiring and providing office and laboratory space for 100 Presidential Frontier Faculty and 30 Aspire Faculty. In addition, the University is investing in Core Research Facilities, including equipment purchase and replacement and personnel for facility and equipment management. The University of Houston continuously looks for ways to improve on performance measures related to total research expenditures, federal research expenditures, and number of citations to maintain its standing as a Tier One research university. Changes to ranking methodologies and impacts due to the pandemic have outcomes reflected in the latest reporting years challenging.

	2022 Report	2023 Report
Total Research Expenditures	\$203.1M	\$240.1M
Federal Research Expenditures	\$82.4M	\$84.3M
Number of Graduate Programs Ranked by the US News Top 50 <sup>1</sup>	20	18
Number of Citations (sum of last 5 years)	190,260	165,107
Number of Post-Doctoral Appointees	235	14

<sup>1</sup>Updated ranking counts include programs whose disciplines are ranked on a multi-year cycle. Ranking is determined by the last year that rankings were published for the discipline.

<sup>2</sup>Top Producer of Student Fulbright Scholars in the 2022 and 2023 report Year, Tied 29<sup>th</sup> of for total Fulbright Scholars for the three-year period for all Doctoral granting institutions. (12<sup>th</sup> in Public Doctoral Universities -tied with UT Austin) [https://www.fulbrightprogram.org/tpi/?\\_filter\\_tpi\\_type=scholar&\\_filter\\_tpi\\_year=2022-2023&\\_filter\\_tpi\\_degree=phd](https://www.fulbrightprogram.org/tpi/?_filter_tpi_type=scholar&_filter_tpi_year=2022-2023&_filter_tpi_degree=phd)

The University Houston’s academic programs continue be recognized nationally and internationally as top-quality programs. A sample of these are:

U.S. News and World Report ranks several UH graduate programs in the Top 50:

- The Law Center has eleven programs ranked in the top 50 including; Intellectual Property Law (6), Part-Time Law (6), Health Care Law (9), Legal Writing (21), Trial Advocacy (24),

Environmental Law (26), Tax Law (44), Business-Corporate Law (47), Contracts- Commercial Law (47), Dispute Resolution Law (47), and Criminal Law (50).

- The Petroleum Engineering graduate program is ranked 9<sup>th</sup>.
- The On-line Masters of Education is ranked 10<sup>th</sup>.
- Chemical and Industrial/Manufacturing Engineering are ranked 31<sup>st</sup> and 50<sup>th</sup>, respectively.
- The Bauer College of Business has two programs in the U.S. News top 50; Undergraduate Entrepreneurship (12), and Part-time MBA (41).
- Pharmacy is ranked 31<sup>st</sup>.
- Social Work is ranked 28<sup>th</sup>.
- The Political Science graduate program is ranked 50<sup>th</sup>.

Rankings of UH Programs by other organizations include:

- The Cyvia and Melvyn Wolff Center for Entrepreneurship at the C.T. Bauer College of Business is ranked #1 in the U.S. and on the list of the top 50 Best Undergraduate Programs for Entrepreneurs by the Princeton Review.
- 2022 Poets & Quants Best Undergraduate Business Schools ranked the C.T. Bauer College of Business 16<sup>th</sup>.
- The Conrad N. Hilton College of Global Hospitality Leadership ranks 33<sup>th</sup> in the world for Hospitality and Leisure Management programs by the QS World University Rankings.

Finally, in order to support faculty research and productivity, it is essential that UH continues to invest in world-class research facilities and the infrastructure to support these facilities as well as attract and retain high-caliber research faculty.

### **FY2024 Budget Initiatives**

- *Faculty Recruitment, Retention and Expansion (\$24,835,812 New Resources) – App A: C9*  
Maintaining talented faculty is critically important to building on the University of Houston’s Tier One, research status and its strategic goals of student success and increasing research expenditures to \$400M. In FY2024, UH is investing at total of \$7.7M in faculty retention and benefits, including a 2% merit pool, promotion and tenure funding, market equity adjustments, and related benefits. In addition, pending passage of the constitutional amendment, the University will utilize \$19.3M in Texas University Funds (TUF) to support long term research plans including hiring Presidential Frontier Faculty, Aspire Faculty, and funding faculty start-up packages, which are important to the goal of doubling research expenditures.
- *University Research Support & Infrastructure Investments (\$19,812,246 New Resources, \$4,414,204 HEF) – App A: C10, App B: 7*  
The University will invest \$8.6M in new funding, an additional \$11.2M of TUF funding (pending approval), and \$7.2M in cash reserves to support long term research plans including Core Facilities equipment and installation, faculty laboratories and offices, and support personnel such as lab technicians.

- *Faculty Start Up (\$3,000,000 HEF) – App B: 6*  
Maintaining and enhancing a Tier One, research university requires providing faculty with the facilities, equipment, and infrastructure they need to be effective scholars and researchers. In FY2024, the university will invest \$3 million of HEF resources towards faculty start-up packages.
- *Federal and State Research Support (\$7,495,399 New Resources) – App A: C11*  
The University has increased sponsored research by \$7.5M for FY24.

**Priority 2. Investment of Resources in FY2024 Initiatives**

Initiative	New Resources	HEF	Total	One Time
Faculty Recruitment, Retention and Expansion	24,835,812	-	24,835,812	-
University Research Support & Infrastructure Investments	19,812,246	4,414,204	24,226,450	7,217,158
Faculty Start Up	-	3,000,000	3,000,000	-
Federal and State Research Support	7,495,399	-	7,495,399	-
Total	52,143,457	7,414,204	59,557,661	10,570,265

**Priority 3. University Infrastructure and Administration**

**Context**

The University continues to invest in its operating infrastructure, seeking efficiencies through automation and process improvement.

The most critical university asset is its human capital. We are focused on retention and recruitment of talented people. The University continues to invest in a competitive Total Rewards program, which includes not only health and retirement benefits, but also a competitive salary to meet our market demands.

Facilities at the University of Houston are another critical element in supporting the strategic vision of the University. Fundamental missions such as student success and research cannot take place without the land, facilities, equipment, and information technology needed to support these functions. The University of Houston’s campus includes approximately 1,785 acres of land, 166 buildings, and 16.5 million gross square feet of space. Sustaining this infrastructure year-round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements.

UH’s core renovation capital improvement plan continues to progress, which is renovating five of the university’s academic buildings. In addition, UH will be investing \$61.1M towards an extensive renovation of Agnes Arnold Hall and the auditoria. UH also is investing nearly \$265M in new facilities to support academics, research, and athletics. These new buildings include a Medical Research facility, the Innovation HUB, a building for the Hobby School of Public Affairs, the second academic building at Sugar Land, and a Football Operations Center.

In addition, significant investment will be made in the purchase and installation of core research equipment, and in the buildout of faculty offices and laboratories as previously discussed.

Finally, the UH campus will experience a transformation with the creation of the Centennial Master Plan. This plan will be completed in time to celebrate the University’s centennial in 2027. The plan includes defined gateways at five entrances, improved outdoor lighting, modification of interior roads, and the creation of a centennial plaza.

The University continues to invest in its technology resources, continually improving network infrastructure, classroom technologies that support face-to-face instruction and multi-modal distance learning and productivity systems utilized for financial, administrative, human capital, research and student enrollment processing, data storage, and reporting. In addition, with investments in cybersecurity technologies, student facing technologies and advanced AI environments, the university is well positioned to thrive as a Tier 1 research institution. Over the next several years, these projects and investments will have a transformative impact on the University of Houston and the communities it serves.

**FY2024 Budget Initiatives**

- *Staff Retention and Benefits (\$6,324,217 New Resources) – App A: C13*  
 Maintaining a talented staff is important to building on the University of Houston’s Tier One status. In FY2024, UH is investing at total of \$5.2 million in staff retention and benefits including a 2% merit pool, market equity adjustments, increases to the staff minimum wage, and related benefits.
- *Security, Infrastructure, Technology, and Administration (\$2,624,281 New Resources; \$17,025,082 HEF) – App A: C14; App B: 9, 10*  
 In FY2024, the University will invest \$3M in Classroom Technology support personnel, personnel and systems to implement AI solutions, compliance personnel, and software to support auditing, content management, and compliance. The university will also invest a total of \$17 million HEF for campus deferred maintenance, police vehicles, security cameras and equipment, enhanced lighting and ADA improvements, and information technology enhancements. Finally, \$2.5M in cash reserves will be allocated to fund rising costs of information technology, utilities and insurance.

**Priority 3. Investment of Resources in FY2024 Initiatives**

Initiative	New Resources	HEF	Total	One Time
Recruit and Retain Highly Qualified Staff	6,324,217	-	6,324,217	-
Security, Infrastructure, Technology, and Administration	2,624,281	17,025,082	19,649,363	2,471,000

Total	8,948,498	17,025,082	25,973,580	2,471,000
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#### Priority 4. Social Responsibility and Community Engagement

##### Context

The University of Houston draws strength from its diversity to transform lives and communities through education, research, service and innovation in a real-world setting. UH is an engine for discovery, conversation and change that informs and leads local, state, national and global partnerships. UH has developed education and community advancement programs that address the major challenges facing our cities and state.

##### FY2024 Budget Initiatives

- *Houston Public Media Grant Reduction (\$163,856 Reduced Resources) App A: C16*  
The University of Houston’s Public Media operation will experience a slight reduction on contracts and grant expenditures due to changes in grant funding.

##### Priority 4. Investment of Resources in FY2024 Initiatives

Initiative	New Resources	HEF	Total	One Time
Houston Public Media Grant Reduction	(163,856)	-	(163,856)	-
<b>Total</b>	(163,856)	-	(163,856)	-

**University of Houston**  
**Appendix A - Allocation of New FY 2024 Resources**

<u>Revenue Changes</u>	A
<b>State Appropriations</b>	
1 General Revenue	\$ 24,276,608
2 State Matching Benefits	2,689,736
3 Texas University Fund	30,480,599
4 <b>Subtotal State Appropriations</b>	<u>57,446,943</u>
<b>Tuition and Fees</b>	
5 Institutional Tuition and Fees	(2,409,311)
6 College Tuition and Fees	876,630
7 Student Service Fees	(434,000)
8 Recreation and Wellness Centers	489,908
9 University/Student Center Fee	2,741
10 <b>Subtotal Tuition and Fees</b>	<u>(1,474,032)</u>
<b>Other Operating</b>	
11 Central Investment Earnings	281,804
12 Other Educational and General Operations	8,467,433
13 Auxiliary Operations	20,144,589
14 Parking Fees	1,025,289
15 Residential Life and Housing	1,179,608
16 Indirect Cost	(355,845)
17 Hazlewood Compensation	4,590,892
18 <b>Subtotal Other Operating</b>	<u>35,333,770</u>
<b>Contracts and Grants</b>	
19 Research	7,422,047
20 Financial Aid	3,480,966
21 Other	(194,856)
22 <b>Subtotal Contracts and Grants</b>	<u>10,708,157</u>
<b>Endowment Income / Gifts</b>	
23 Gifts	2,599,024
24 Endowment Income	3,460,117
25 <b>Subtotal Endowment Income / Gifts</b>	<u>6,059,141</u>
26 <b>Total Net Revenue</b>	<u><u>\$ 108,073,979</u></u>

<u>Reallocations</u>	B
1 Reallocations	<u>\$ (1,432,467)</u>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success</b>	
2 Financial Aid	(688,859)
3 Federal and State Financial Aid	3,449,966
4 Student Recruitment, Retention and Success	6,935,771
5 Enhanced Student Support Services	24,689,939
6 Other	3,223,916
7 College of Medicine	10,955,554
8 <b>Subtotal Student Success</b>	<u>48,566,287</u>
<b>Priority 2. National Competitiveness</b>	
9 Faculty Recruitment, Retention and Expansion	24,835,812
10 University Research Support & Infrastructure Investments	19,812,246
11 Federal and State Research Support	7,495,399
12 <b>Subtotal National Competitiveness</b>	<u>52,143,457</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
13 Recruit and Retain Highly Qualified Staff	6,324,217
14 Campus Security, IT and Infrastructure	2,624,281
15 <b>Subtotal University Infrastructure &amp; Administration</b>	<u>8,948,498</u>
<b>Priority 4. Community Advancement</b>	
16 Communication & Educational Public Service	(163,856)
17 <b>Subtotal Community Advancement</b>	<u>(163,856)</u>
18 Unallocated Reserve	12,060
19 <b>Total Priority/Initiative Allocations</b>	<u><u>\$ 108,073,979</u></u>

**University of Houston**  
**Appendix B - Allocation of FY 2024 HEF**

<u>FY2024 Allocation</u>	
HEF	<u>\$ 56,158,685</u>

<u>Priority/Initiative Allocations</u>	<u>HEF</u>
<b>Priority 1. Student Success</b>	
1 Capital Renewal - Academic Infrastructure	\$ 11,039,158
2 Capital Construction & Renewal - Life Sciences Initiative	9,509,257
3 Debt Service - New Law building	1,442,275
4 Debt Service - Academic Infrastructure	<u>9,728,709</u>
5 <b>Subtotal - Student Success</b>	<b><u>31,719,399</u></b>
<b>Priority 2. National Competitiveness</b>	
6 Faculty Start-up	3,000,000
7 Debt Service - Research Labs Infrastructure	<u>4,414,204</u>
8 <b>Subtotal - National Competitiveness</b>	<b><u>7,414,204</u></b>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
9 Annual Deferred Maintenance & Life Safety	12,471,532
10 Campus Security, IT and Infrastructure	<u>4,553,550</u>
11 <b>Subtotal - University Infrastructure &amp; Administration</b>	<b><u>17,025,082</u></b>
12 <b>Total Priority/Initiative Allocations</b>	<b><u>\$ 56,158,685</u></b>

**University of Houston**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

	<b>A</b>		<b>B</b>		<b>C</b>		<b>D</b>		<b>E</b>		<b>F</b>		<b>G</b>	
	<b>Historical</b>		-----Change-----				<b>Current</b>		-----Change-----				<b>New</b>	
	<b>FY2022</b>		<b>Dollars</b>	<b>Percent</b>	<b>FY2023</b>		<b>Dollars</b>	<b>Percent</b>	<b>FY2024</b>		<b>Dollars</b>	<b>Percent</b>	<b>FY2024</b>	
	<b>Budget</b>			<b>Budget</b>				<b>Budget</b>				<b>Budget</b>		
<b>Operating &amp; Restricted Budget</b>														
<b>Source of Funds</b>														
1 State Appropriations	\$	230.6	\$	2.6	1%	\$	233.2	\$	55.8	24%	\$	289.0		
2 HEF/NRUF		48.6		(3.1)	-6%		45.5		1.7	4%		47.2		
3 Tuition & Fees		557.6		(0.0)	0%		557.6		(1.5)	0%		556.1		
4 Other Operating		249.6		(22.4)	-9%		227.2		35.3	16%		262.5		
5 Contracts & Grants		211.7		15.5	7%		227.2		10.7	5%		237.9		
6 Endowment Income/Gifts		68.1		4.9	7%		73.0		6.1	8%		79.1		
<b>7 Total Sources</b>	<b>\$</b>	<b>1,366.2</b>	<b>\$</b>	<b>(2.4)</b>	<b>-0.2%</b>	<b>\$</b>	<b>1,363.7</b>	<b>\$</b>	<b>108.1</b>	<b>7.9%</b>	<b>\$</b>	<b>1,471.8</b>		
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$	240.5	\$	8.3	3%	\$	248.8	\$	29.6	12%	\$	278.4		
9 Salaries and Wages - Staff		314.0		16.6	5%		330.6		26.1	8%		356.7		
10 Benefits		126.4		2.9	2%		129.3		10.8	8%		140.1		
11 M&O		308.3		(39.3)	-13%		269.0		17.4	6%		286.4		
12 Capital		63.2		2.2	3%		65.3		13.2	20%		78.5		
13 Scholarships		216.0		4.4	2%		220.4		7.3	3%		227.7		
14 Debt Service		73.0		1.8	2%		74.9		2.8	4%		77.7		
15 Utilities		24.7		0.7	3%		25.4		0.9	4%		26.3		
<b>16 Total Uses</b>	<b>\$</b>	<b>1,366.2</b>	<b>\$</b>	<b>(2.4)</b>	<b>-0.2%</b>	<b>\$</b>	<b>1,363.7</b>	<b>\$</b>	<b>108.1</b>	<b>7.9%</b>	<b>\$</b>	<b>1,471.8</b>		

**Capital Facilities Budget**

<b>Source of Funds</b>														
17 HEF	\$	15.0	\$	-	0%	\$	15.0	\$	-	0%	\$	15.0		
18 Bonds		112.7		(92.0)	-82%		20.8		57.2	276%		78.0		
19 Gifts		5.7		(5.7)	-100%		-		5.2	0.0%		5.2		
20 Other Debt Funded		18.4		56.9	310%		75.2		30.6	41%		105.9		
21 Other		-		18.0	0.0%		18.0		(4.0)	-22%		14.0		
<b>22 Total Sources</b>	<b>\$</b>	<b>151.8</b>	<b>\$</b>	<b>(22.9)</b>	<b>-15.1%</b>	<b>\$</b>	<b>129.0</b>	<b>\$</b>	<b>89.1</b>	<b>69.1%</b>	<b>\$</b>	<b>218.1</b>		
<b>Use of Funds by Object</b>														
23 Construction	\$	106.0	\$	(14.6)	-14%	\$	91.3	\$	84.6	93%	\$	175.9		
24 Major Rehabilitation		45.9		(8.2)	-18%		37.6		4.5	12%		42.2		
25 Acquisitions		-		-	0.0%		-		-	0.0%		-		
<b>26 Total Uses</b>	<b>\$</b>	<b>151.8</b>	<b>\$</b>	<b>(22.9)</b>	<b>-15.1%</b>	<b>\$</b>	<b>129.0</b>	<b>\$</b>	<b>89.1</b>	<b>69.1%</b>	<b>\$</b>	<b>218.1</b>		

**Total Operating, Restricted and Capital Budget**

27	\$	1,518.0	\$	(25.3)	-1.7%	\$	1,492.7	\$	197.2	13.2%	\$	1,689.9		
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**University of Houston**  
**Table 2 - Current Operating Funds**

Source of Funds	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 165,777,205	\$ 22,631,927	13.7%	\$ 188,409,132
Special Items	24,232,134			24,232,134
National Research University Fund	6,050,000			6,050,000
TUF		30,480,599	0.0%	30,480,599
State Benefits Appropriation	43,235,852	2,689,736	6.2%	45,925,588
Subtotal State General Revenue Appropriations	239,295,191	55,802,262	23.3%	295,097,453
Tuition and Fees				
Consolidated Tuition & Fees	80,542,151	3,014,644	3.7%	83,556,795
Lab/other Student Fees	146,836	(11,243)	-7.7%	135,593
Subtotal Tuition and Fees	80,688,987	3,003,401	3.7%	83,692,388
HEF	54,514,004	1,644,681	3.0%	56,158,685
Indirect Cost	1,238,909			1,238,909
Income on State Treasury Deposits	3,170,186	(29,851)	-0.9%	3,140,335
Hazlewood Compensation		4,590,892	0.0%	4,590,892
Subtotal General Funds	378,907,277	65,011,385	17.2%	443,918,662
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	409,154,788	(5,423,955)	-1.3%	403,730,833
Voluntary Fees	20,426,267	887,873	4.3%	21,314,140
Subtotal Tuition and Fees	429,581,055	(4,536,082)	-1.1%	425,044,973
Indirect Cost	22,507,293	(355,845)	-1.6%	22,151,448
Investment Income on Non-Endowed Funds	8,188,345	311,655	3.8%	8,500,000
Endowment Income	8,625,670	227,345	2.6%	8,853,015
Contracts / Grants / Gifts	175,000			175,000
Intellectual Property Management	1,000,000			1,000,000
Arte Publico/Opt Clinic/Self Supp Org	36,484,685	8,467,433	23.2%	44,952,118
Aux Admin Chg/Other	4,700,000			4,700,000
Subtotal Designated Funds	511,262,048	4,114,506	0.8%	515,376,554
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	23,804,400	(434,000)	-1.8%	23,370,400
Recreation and Wellness Center	10,805,874	489,908	4.5%	11,295,782
University Center Fees	12,684,677	2,741	0.0%	12,687,418
Subtotal Student Fees	47,294,951	58,649	0.1%	47,353,600
Sales & Service - Student Housing	48,896,095	1,179,608	2.4%	50,075,703
Sales & Service - Parking	23,397,656	1,025,289	4.4%	24,422,945
Sales & Service - Athletics/Hotel/Other	77,615,839	20,144,589	26.0%	97,760,428
Subtotal Auxiliary Funds	197,204,541	22,408,135	11.4%	219,612,676
<b>Total Current Operating Funds</b>	<b>1,087,373,866</b>	<b>91,534,026</b>	<b>8.4%</b>	<b>1,178,907,892</b>
<b>Interfund Transfer</b>	<b>(15,000,000)</b>	<b>-</b>	<b>-</b>	<b>(15,000,000)</b>
<b>Total Operations Sources</b>	<b>1,072,373,866</b>	<b>91,534,026</b>	<b>8.5%</b>	<b>1,163,907,892</b>
<b>Restricted</b>				
Contracts and Grants				
Research	115,441,109	7,422,047	6.4%	122,863,156
Financial Aid	109,203,521	3,480,966	3.2%	112,684,487
Houston Public Media	2,374,717	(194,856)	-8.2%	2,179,861
Gifts	42,213,182	2,599,024	6.2%	44,812,206
Endowment Income	22,034,742	3,232,772	14.7%	25,267,514
Other Restricted	150,000			150,000
<b>Total Restricted Sources</b>	<b>291,417,271</b>	<b>16,539,953</b>	<b>5.7%</b>	<b>307,957,224</b>
<b>Total Sources</b>	<b>\$ 1,363,791,137</b>	<b>\$ 108,073,979</b>	<b>7.9%</b>	<b>\$ 1,471,865,116</b>
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 579,433,018	\$ 55,651,085	9.6%	\$ 635,084,103
Benefits	129,314,246	10,822,223	8.4%	140,136,469
M&O	268,984,316	17,411,597	6.5%	286,395,913
Capital	65,342,716	13,178,973	20.2%	78,521,689
Scholarships	220,442,751	7,275,590	3.3%	227,718,341
Debt Service	74,861,120	2,840,547	3.8%	77,701,667
Utilities	25,412,970	893,964	3.5%	26,306,934
<b>Total Uses</b>	<b>\$ 1,363,791,137</b>	<b>\$ 108,073,979</b>	<b>7.9%</b>	<b>\$ 1,471,865,116</b>

**University of Houston**  
**Table 4 - Capital Projects**

	-----Project Expenditures-----			Total Project	-----Funded From-----					
	Project	FY2024	Future Year		HEF/Other	Revenue		Other Debt	Gifts	Other
	to Date (1)	Budget	Budgets			State Funded	CCAP			
<b>New Construction</b>										
Quad Housing Replacement	\$ 124,000,000	\$ -	\$ -	\$ 124,000,000	\$ -	\$ -	\$ 110,625,000	\$ -	\$ 13,375,000	
ACE Institute	3,329,036	62,964	-	3,392,000	592,000	-	-	1,500,000	1,300,000	
Garage #6	47,025,369	2,354,631	-	49,380,000	-	-	49,380,000	-	-	
College of Medicine	90,533,118	116,882	-	90,650,000	76,600,000	-	4,365,743	-	9,684,257	
New Law Center	92,250,951	89,670	-	92,340,621	37,050,000	-	30,000,000	25,290,621	-	
Auxiliary Retail Dining Center	27,180,381	16,819,619	-	44,000,000	3,149,508	-	35,000,000	-	5,850,492	
UH Sugar Land Academic Building	1,833,008	49,000,000	14,176,964	65,009,972	-	65,009,972	-	-	-	
Innovation Hub	1,977,007	17,000,000	51,172,993	70,150,000	-	49,495,000	655,000	-	20,000,000	
New Hobby School of Public Affairs	2,022,928	12,000,000	35,727,072	49,750,000	-	46,110,000	3,640,000	-	-	
Football Operations Facility	3,467,571	65,000,000	71,532,429	140,000,000	-	-	75,000,000	65,000,000	-	
CMP - Lighting and Security Upgrade Phase II	1,461,937	8,000,000	4,940,466	14,402,403	-	-	14,402,403	-	-	
CMP - Cullen Blvd. Improvements	915,321	4,084,679	-	5,000,000	-	-	5,000,000	-	-	
CMP - Gateways and Landscape Enhancements	302,582	320,000	7,377,418	8,000,000	-	-	1,000,000	-	7,000,000	
CMP - University Drive	451,515	480,000	11,068,485	12,000,000	-	-	10,000,000	2,000,000	-	
CMP - Centennial Plaza/Farish Demolition	564,393	600,000	13,835,607	15,000,000	-	-	4,000,000	2,000,000	9,000,000	
<b>Subtotal New Construction</b>	<b>\$ 397,315,117</b>	<b>\$ 175,928,444</b>	<b>\$ 209,831,435</b>	<b>\$ 783,074,996</b>	<b>\$ 117,391,509</b>	<b>\$ 160,614,972</b>	<b>\$ 343,068,146</b>	<b>\$ 95,790,621</b>	<b>\$ 66,209,749</b>	
<b>Major Repair and Rehabilitation</b>										
Hilton Renovation and Expansion	\$ 32,934,700	\$ -	\$ -	\$ 32,934,700	\$ 64,000	\$ -	\$ 32,870,700	\$ -	\$ -	
Core Renovations - SERC HVAC	13,615,399	190,377	-	13,805,776	7,155,068	-	1,910,823	-	4,739,884	
Social Work Building Addition and Renovation	2,543,988	-	-	2,543,988	-	-	-	2,543,988	-	
Melcher Renovation	15,771,000	-	-	15,771,000	12,284	-	14,528,105	-	1,230,611	
Core Renovation - Science and Research I	18,733,556	1,000,000	12,266,444	32,000,000	4,933,753	-	27,000,000	-	66,247	
Core Renovations - Roy G. Cullen	22,159,117	691,116	-	22,850,233	6,362,934	-	-	3,000,000	13,487,299	
Core Renovation - Charles F. McElhinney	750,991	1,000,000	16,249,009	18,000,000	2,200,000	-	11,000,000	-	4,800,000	
Life Sciences Renovations - TMC Building	3,076,649	13,500,000	13,923,351	30,500,000	-	-	30,500,000	-	-	
Student Health Bldg Renovation	3,500,000	-	-	3,500,000	2,493,153	-	471,895	-	534,952	
TDECU Suites and Premium Seating	4,869,519	550,481	-	5,420,000	-	-	4,520,000	-	900,000	
800 Research Core Initiative	803,398	5,165,000	13,031,602	19,000,000	-	-	-	-	19,000,000	
Guy V. Lewis Renovations	50,000	5,050,000	-	5,100,000	-	-	-	5,100,000	-	
<b>Projects Budgeted Annually</b>										
CRDM (Capital Renewal Deferred Maintenance)	15,000,000	15,000,000	15,000,000	45,000,000	45,000,000	-	-	-	-	
<b>Subtotal Major Repairs &amp; Rehabilitation</b>	<b>\$ 133,808,317</b>	<b>\$ 42,146,974</b>	<b>\$ 70,470,406</b>	<b>\$ 246,425,696</b>	<b>\$ 68,221,192</b>	<b>\$ -</b>	<b>\$ 122,801,523</b>	<b>\$ 10,643,988</b>	<b>\$ 44,758,993</b>	
<b>Total</b>	<b>\$ 531,123,434</b>	<b>\$ 218,075,418</b>	<b>\$ 280,301,840</b>	<b>\$ 1,029,500,693</b>	<b>\$ 185,612,701</b>	<b>\$ 160,614,972</b>	<b>\$ 465,869,669</b>	<b>\$ 106,434,609</b>	<b>\$ 110,968,742</b>	

(1) Project expenditures to date, estimated through August 31, 2023

**University of Houston**  
**Table 7-A Allocation of Student Service Fees**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 23,804,400	\$ (434,000)	-1.8%	\$ 23,370,400
Budgeted Fund Balance	2,774,572	3,056,646	110.2%	5,831,218
Add'l Budget for Athletics Debt Service	670,259	(164,823)	-24.6%	505,436
<b>Total Sources</b>	<b>\$ 27,249,231</b>	<b>\$ 2,457,823</b>	<b>9.0%</b>	<b>\$ 29,707,054</b>
<b>Allocations</b>				
A.D. Bruce Religion Center	\$ 225,998	\$ (9,142)	-4.0%	\$ 216,856
Activities Funding Board	181,120	(9,056)	-5.0%	172,064
Band Program/Spirit of Houston	336,400	(16,820)	-5.0%	319,580
Blaffer Gallery	21,500	(1,075)	-5.0%	20,425
Business Services	823,261	58,125	7.1%	881,386
Center for Student Involvement (CSI)	366,486	(5,607)	-1.5%	360,879
Campus Recreation	302,493	(15,125)	-5.0%	287,368
Center for Diversity & Inclusion (CDI)	354,534	161,160	45.5%	515,694
Center for Fraternity & Sorority Life (CFSL)	367,585	(13,982)	-3.8%	353,603
Center for Student Media (CSM)	207,481	(4,941)	-2.4%	202,540
Student Accessibility Center (SAC formerly CSD)	397,766	(284,459)	-71.5%	113,307
Children's Learning Center	113,329	(5,666)	-5.0%	107,663
Coog Radio	49,068	(2,453)	-5.0%	46,615
Cougars in Recovery	189,944	18,752	9.9%	208,696
Council for Cultural Activity	171,102	(8,555)	-5.0%	162,547
Counseling & Psych. Svcs.	2,712,903	27,055	1.0%	2,739,958
Dean of Students Office	1,277,306	(37,991)	-3.0%	1,239,315
Speech & Debate	39,992	(2,000)	-5.0%	37,992
Frontier Fiesta	189,057	(9,453)	-5.0%	179,604
Health Center	2,003,801			2,003,801
Homecoming	80,325	(4,016)	-5.0%	76,309
Intercollegiate Athletics	4,407,707	(220,385)	-5.0%	4,187,322
Intercollegiate Athletics-Stadium	3,378,239	(163,480)	-4.8%	3,214,759
Intercollegiate Athletics-Basketball Dev Facility	709,742	(1,343)	-0.2%	708,399
LGBTQ Center	157,530	94,152	59.8%	251,682
Metropolitan Vol. Prog.	89,415	(4,471)	-5.0%	84,944
Student Affairs Information Technology (DSAIT)	995,349	(33,692)	-3.4%	961,657
Student Government Association	161,352	(7,165)	-4.4%	154,187
Student Program Board	177,117	(8,856)	-5.0%	168,261
Coog TV	87,139	(4,357)	-5.0%	82,782
The Cougar	69,772	(3,489)	-5.0%	66,283
UH Wellness/Cougar Cupboard	645,056	9,421	1.5%	654,477
Univ. Career Services	1,183,883	(40,706)	-3.4%	1,143,177
Center for Student Empowerment (UEP)	308,946	(11,959)	-3.9%	296,987
Veterans Svc. Office	265,762	(8,161)	-3.1%	257,601
Vice President for Student Affairs	1,472,709	(50,583)	-3.4%	1,422,126
SFAC Operating	10,000	(500)	-5.0%	9,500
Salary Mandate & Adjustments	193,342	107,148	55.4%	300,490
SSF Unallocated Reserve	2,076,010	2,794,936	134.6%	4,870,946
Health Center Fund Balance	448,710	176,562	39.3%	625,272
<b>Total Allocations</b>	<b>\$ 27,249,231</b>	<b>\$ 2,457,823</b>	<b>9.0%</b>	<b>\$ 29,707,054</b>

**University of Houston**  
**Table 7-B Allocation of University Center Fee**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 12,684,677	\$ 2,741	0.0%	\$ 12,687,418
Among Funds	400,000			400,000
<b>Total Sources</b>	<b>\$ 13,084,677</b>	<b>\$ 2,741</b>	<b>0.0%</b>	<b>\$ 13,087,418</b>
<b>Allocations</b>				
Week of Welcome	\$ 21,200	\$ -		\$ 21,200
Capital Renewal	736,000			736,000
SC Flooring Reserve	140,000			140,000
SC Furniture Reserve	140,000			140,000
SC A/V Reserve	140,000			140,000
Building Services SC Fee Fund	2,193,609	(1,426,939)	-65.0%	766,670
Cats Back - Internal Funded	25,000	440	1.8%	25,440
SC Fiscal Year Project Fund	530,000			530,000
Marketing Programs	229,928	6,252	2.7%	236,180
Administration	143,064	9,415	6.6%	152,479
SC Fee Reserve SC Fee Funded	2,410,617	1,376,708	57.1%	3,787,325
Information Center	277,798	7,816	2.8%	285,614
SC Reservations	1,226,143	1,732	0.1%	1,227,875
Debt Service-Student Center	4,194,684	1,470	0.0%	4,196,154
Creation Station	228,698	8,940	3.9%	237,638
Center for Student Involvement	447,936	16,907	3.8%	464,843
<b>Total Allocations</b>	<b>\$ 13,084,677</b>	<b>\$ 2,741</b>	<b>0.0%</b>	<b>\$ 13,087,418</b>

**University of Houston**  
**Table 7-C Allocation of Recreation & Wellness Center Fee**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue (Recreation Fee)	\$ 10,805,874	\$ 489,908	4.5%	\$ 11,295,782
Current Year Revenue (President's Fund)	100,000			100,000
Among Funds (Utility Rebate)	240,522			240,522
<b>Total Sources</b>	<b>\$ 11,146,396</b>	<b>\$ 489,908</b>	<b>4.4%</b>	<b>\$ 11,636,304</b>
<b>Allocations</b>				
Campus Recreation				
Summer Camps	\$ 87,721	\$ (10,604)	-12.1%	\$ 77,117
Capital Renewal	234,000			234,000
Outdoor Adventures	146,305	(19,884)	-13.6%	126,421
Operations	457,536	(150,721)	-32.9%	306,815
Facilities	1,743,430	(24,974)	-1.4%	1,718,456
Sports Clubs	28,906	2,608	9.0%	31,514
Memberships	120,945	7,477	6.2%	128,422
Marketing	93,990	(26,410)	-28.1%	67,580
Intramurals	163,693	(65,922)	-40.3%	97,771
Fiitness	430,648	(51,946)	-12.1%	378,702
Aquatics	605,320	37,536	6.2%	642,856
Debt Service - Campus Rec Roof	459,800	(2,250)	-0.5%	457,550
CR Equipment Reserve	159,000	(102,168)	-64.3%	56,832
CR Mechanical Reserve	159,000	(102,168)	-64.3%	56,832
Campus Recreation Administration	1,827,780	187,118	10.2%	2,014,898
Debt Service - Campus Rec	3,659,000	1,000	0.0%	3,660,000
Campus Recreation Reserves	669,322	697,551	104.2%	1,366,873
CR Aquatics Reserves		56,832	0.0%	56,832
Operational Reserves		56,833	0.0%	56,833
Wheeler Center	100,000			100,000
<b>Total Allocations</b>	<b>\$ 11,146,396</b>	<b>\$ 489,908</b>	<b>4.4%</b>	<b>\$ 11,636,304</b>

UNIVERSITY of HOUSTON  
MANUAL OF ADMINISTRATIVE POLICIES AND PROCEDURES

SECTION: Academic Affairs  
AREA: Faculty Development

Number: 12.05.01

<b>SUBJECT: University of Houston Faculty Workload Policy</b>
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I. PURPOSE AND SCOPE

A. Faculty members play a fundamental role in advancing the instructional and research mission of the university while fostering and ensuring student success. The courses the faculty design, the classes they offer, the learning environment they create, the instructional methods they employ, the research they conduct, the creative works they produce, the service they provide, and their professional engagement with students inside and outside of the classroom, including advising, are all important components of faculty workload.

B. [Texas Education Code, Section 51.402](#) requires that each institution of higher education develop and recommend general policies and standard reports for academic faculty workloads and services. The University recognizes that classroom teaching, basic and applied research, and professional development are important elements of faculty workload. This policy provides the appropriate weight to each activity when determining the standards for faculty academic workload.

Pursuant to [Texas Education Code, Section 51.402](#) and University of Houston System (UHS) [Board of Regents Policy 21.05](#), this MAPP establishes the general workload policy for all faculty members employed at the University of Houston and is designed to ensure a fair and equitable distribution of faculty workload in meeting the mission and operational needs of academic units.

C. This policy also establishes the annual reporting requirements to the UHS Board of Regents concerning faculty workload. As part of those requirements, each department chair and college dean must certify that the duties of each faculty member constitute an appropriate workload responsibility in accordance with the following requirements documented in MAPP 12.05.01.

II. POLICY

A. Although the university requires that every faculty member fulfill a certain minimum teaching load and assume a comparably high level of general workload, it does not insist that each one have the same teaching/instructional load. However, consistent with the institutional mission of the University of Houston as a nationally competitive, research-intensive university, annual faculty workload expectations will be aligned with those found at similar institutions.

B. In order to achieve maximum effectiveness, the university administration will provide department chairs (or equivalent unit administrators) the flexibility to adjust each individual faculty member's teaching/instructional assignments in order to meet the student enrollment needs and research goals of the unit.

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May 24, 2018

- C. Regardless of the type of faculty appointment held, faculty workload at the University of Houston involves a range of activities that normally fall into one or more of three (3) standard workload domains: research/scholarship, student teaching/instruction, and service to the university or profession that also includes faculty professional development activities of value to the institution.

Faculty members may meet their overall annual workload commitment by combining a variety of work-related activities drawn from any of these standard workload domains, with the collective activities from these workload domains comprising the academic workload of the faculty member.

- D. While faculty workload assignments may differ depending on the academic discipline and the specific workload expectations of their academic unit, overall workload should be reflective of the primary professional responsibilities of the faculty appointment held, including fulfilling any minimum teaching/instructional responsibilities associated with that appointment.

### III. GUIDING PRINCIPLES FOR WORKLOAD ASSIGNMENT

Although faculty workload assignments may differ between academic units, this policy requires that decisions concerning an individual faculty member's annual workload be consistent with the following principles:

- A. Faculty workload assignments will be determined at the unit or departmental level and will reflect the faculty workload expectations of the department and/or college for the type of faculty appointment which the faculty member holds.
- B. Meeting the teaching and instructional needs of the unit and/or department will take highest priority when determining faculty workload assignments.
- C. To meet the operational needs of the academic unit, an individual faculty member's workload may be differentially distributed across any of the three standard workload domains consistent with the type of faculty appointment held.
- D. Based on departmental/college expectations, individual faculty workload may be differentially distributed across workload domains to take into consideration the extent of a faculty member's research and creative activities, faculty rank and/or their career stage.
- E. Determination of an individual faculty member's annual workload resides ultimately with the chair or director of the department/academic unit with oversight from the dean.

### IV. ADMINISTRATIVE OVERSIGHT OF WORKLOAD ASSIGNMENT

- A. As part of their responsibility in setting annual faculty workload assignments, a department chair (or equivalent unit administrator) may modify an individual faculty member's percent (%) effort in one or more of the three (3) standard workload domains in order to meet the operational needs of the unit. In addition, a department chair may modify an individual faculty member's percent (%) effort in one or more workload domains to address concomitant changes in effort in any other workload domain.
- B. However, regardless of the differential distribution of effort across workload domains, department chairs must certify that an individual faculty member's overall total annual workload (i.e., 100 percent effort) meets the expectations of the department and/or college for the type of faculty appointment held.

## V. WORKLOAD ASSIGNMENT CONSIDERATIONS

- A. When appropriate, department chairs may temporarily reduce the percent (%) effort expended in the teaching/instructional or service domains to compensate for increased concomitant effort in the research/scholarship domain. Conversely, when appropriate, directors and/or department chairs may require an increase in percent (%) effort in the teaching/instructional and/or service domains to compensate for a concomitant reduction in effort in the research and scholarship domain. Departments are reminded that regardless of workload distribution, full-time employees are expected to work not less than 40 hours a week pursuant to [Texas Government Code, § 658.002](#). However, in the case of faculty members, there is no expectation that the entire workload occur only on campus, during business hours or during the normal work-week.
- B. Other factors that may also be taken into consideration by the department chair when setting an appropriate annual workload for an individual faculty member include, but are not limited to, the following:
- 1) Providing protected time for a faculty member to fulfill the obligations stipulated by sponsors who provide external funding support for research/scholarship activities;
  - 2) Reduced teaching/instructional responsibilities for early career tenure-track faculty to establish their research and scholarship base;
  - 3) Differences in the normal level of effort associated with instructional responsibilities related to large or small class sizes, laboratory classes, coordination of several sections of the same class;
  - 4) Development of new instructional materials, new classes or major course revisions; and
  - 5) Instruction and supervision of master's or doctoral level students.
- C. It is expected that any compensatory modifications in the distribution of percent (%) effort described above will be made in consultation with the individual faculty member. However, department chairs and/or directors may unilaterally require such compensatory modifications. Any such unilateral modification in an individual faculty member's workload should not extend beyond one academic year without supporting documentation and the written approval of the Dean.

## VI. DISPUTING WORKLOAD ASSIGNMENTS

Individual faculty members have the right to dispute their assigned workload by first discussing their workload with their department chair or immediate unit level supervisor. The faculty member may subsequently appeal any decision by their unit supervisor to their appropriate college grievance committee, then to their dean; and finally by initiating a university level grievance as provided in the [UH Faculty Grievance Policy](#). Until any grievance has been fully resolved, the terms of the original workload assignment being grieved will remain in effect.

## VII. WORKLOAD CERTIFICATION PROCEDURES

- A. Regardless of the final distribution of annual faculty workload across workload domains, each individual faculty member's assignments will in aggregate meet the overall 9-month

academic year workload expectation set by the department and/or college for the particular faculty appointment/rank held.

- B. As required under [Texas Education Code, Section 51.402](#), the institution shall report and certify, at the department/unit level, the academic duties and services that each individual faculty member has fulfilled for their annual workload commitment for the 9-month academic year. Annual faculty workload certification will take the form of a standardized report submitted by each department chair (or equivalent unit administrator) to their Dean by May 30 of each year. Each Dean will be responsible for collating these departmental reports and forwarding the documentation to the Associate Provost for Faculty Development and Faculty Affairs no later than June 30 of each year.
- C. In accordance with the statute, the Associate Provost for Faculty Development and Faculty Affairs has been designated as the institutional official responsible for monitoring faculty workloads, preparing an annual faculty workload report and submitting this report to the Provost for subsequent certification by the President. This report will then be filed with the UH System Board of Regents no later than 30 days after the end of the academic year (30 days after August 31 of each year). In addition, a copy of this faculty workload policy (MAPP 12.05.01) will be reported to the Texas Higher Education Coordinating Board and included in the operating budget of the University.

#### VIII. DATA REPORTING REQUIREMENTS

- A. The annual faculty workload report to the UH System Board of Regents will consist of the following data for each faculty member employed during the long semesters of the previous academic year:
  - 1) Faculty member name;
  - 2) Faculty title/appointment(s);
  - 3) Faculty Rank;
  - 4) Full time/part-time status;
  - 5) The percent (%) effort expended in each applicable work-load domain;
  - 6) The number and type of classes (i.e., undergraduate versus graduate, organized versus non-organized) taught during the 9-month academic year;
  - 7) A pro-rated 9-month academic base salary (or total salary for part-time employees); and
  - 8) The source of funds from which the salary was paid.
- B. Departments will receive a standard report pre-populated with all data listed above except for Section VIII.A.5 (i.e., percent effort in each workload domain) which is to be entered into the report by the department chair. Once completed, the department chair will review the report and certify that each faculty member has fulfilled their annual workload commitment for the 9-month academic year.
- C. The completed departmental report will then be sent to the dean who will collate all departmental reports into a single college level report for submission to the Associate Provost for Faculty Development and Faculty Affairs.

IX. REVIEW AND RESPONSIBILITY

Responsible Party: Senior Vice President for Academic Affairs and Provost

Review: Every five years on or before August 31

X. APPROVAL

\_\_\_\_\_  
Paula M. Short

Senior Vice President for Academic Affairs and Provost

\_\_\_\_\_  
Renu Khator

President

Date of President's Approval: \_\_\_\_\_ May 24, 2018

XI. REFERENCES

[Texas Education Code, § 51.402](#)

[Texas Government Code, § 658.002](#)

[UH Faculty Grievance Policy](#)

**REVISION LOG**

Revision Number	Approved Date	Description of Changes
1	05/24/2018	Initial version

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**May 24, 2018**

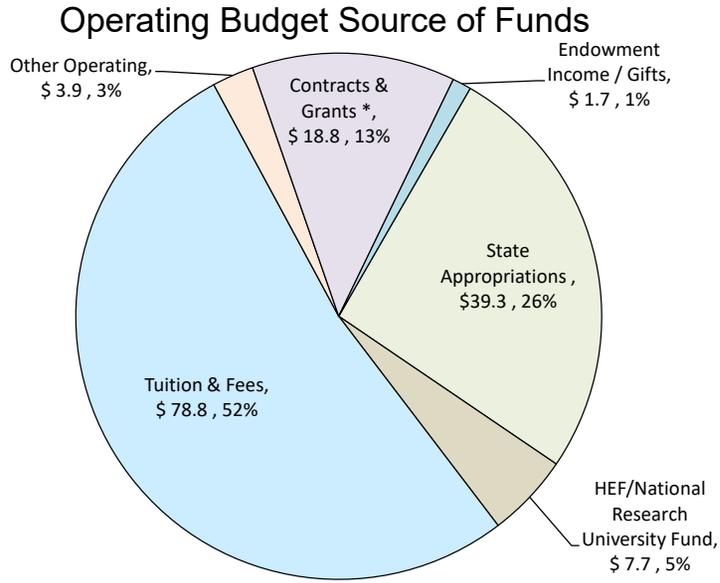
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**FY2023**

**University of Houston Clear Lake Budget**

**Total Budget**

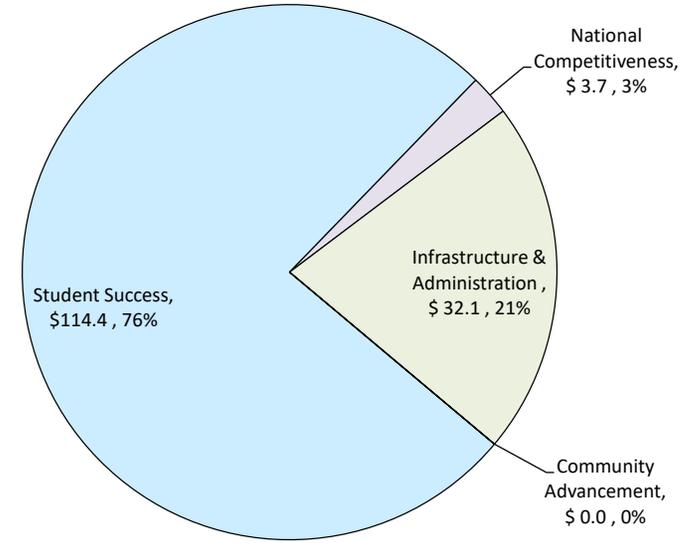
	<u>\$ Millions</u>
Operating Budget	\$ 150.2
Capital Facilities	24.2
<b>Total</b>	<b>\$ 174.4</b>



\* Includes Federal Financial Aid

Total \$150.2 Million

**Operating Budget Use of Funds**



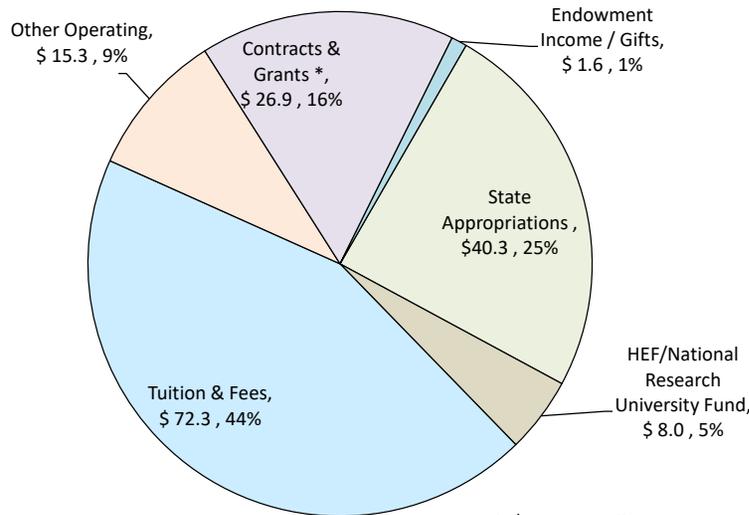
Total \$150.2 Million

**FY2024**

**Operating Budget Source of Funds**

**Total Budget**

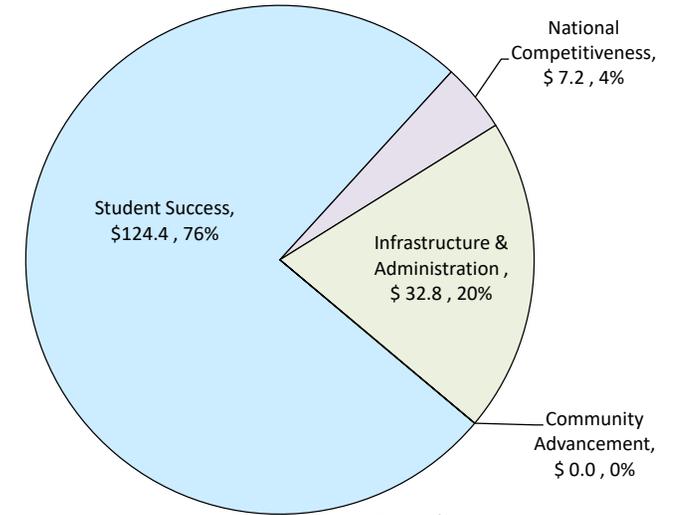
	<u>\$ Millions</u>
Operating Budget	\$ 164.4
Capital Facilities	33.6
<b>Total</b>	<b>\$ 198.0</b>



\* Includes Federal Financial Aid

Total \$164.4 Million

**Operating Budget Use of Funds**



Total \$164.4 Million

**University of Houston Clear Lake Operating Budget**  
**Revenues FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 State Appropriations	\$ 36.7	\$ 35.1	\$ 40.2	\$ 39.3	\$ 40.3
2 HEF/National Research University Fund	8.0	7.7	7.7	7.7	8.0
3 Tuition & Fees	76.6	76.4	79.2	78.8	72.3
4 Other Operating	5.0	3.5	3.8	3.9	15.3
5 Contracts & Grants *	25.2	42.3	36.0	18.8	26.9
6 Endowment Income / Gifts	2.0	2.2	1.6	1.7	1.6
7 Total	<u>\$ 153.5</u>	<u>\$ 167.2</u>	<u>\$ 168.5</u>	<u>\$ 150.2</u>	<u>\$ 164.4</u>

\* Includes Federal financial aid

**University of Houston Clear Lake Operating Budget**  
**Expenditures FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 Student Success	\$ 107.6	\$ 131.9	\$ 132.0	\$ 114.4	\$ 124.4
2 National Competitiveness	1.7	2.1	2.3	3.7	7.2
3 Infrastructure & Administration	31.1	30.6	31.4	32.1	32.8
4 Community Advancement	0.0	0.1	0.3	0.0	0.0
5 Total	<u>\$ 140.4</u>	<u>\$ 164.7</u>	<u>\$ 166.0</u>	<u>\$ 150.2</u>	<u>\$ 164.4</u>

**University of Houston-Clear Lake  
FY 2024 Operating Budget Expenditures by Function**

08/23/2023

4.4

UHCL Executive summary 24

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 394,354	\$ 5,000	\$ -	\$ 7,010	\$ 406,364	\$ 369,000
2 Tenure Track Faculty	24,940,740	-	73,508	25,014,248	-	-	-	-	-	-	25,014,248	24,696,402
3 Non-Tenure Track Faculty	3,747,486	-	-	3,747,486	-	-	-	-	-	-	3,747,486	3,499,337
4 Adjunct Faculty	1,511,756	-	29,241	1,540,997	-	-	-	-	-	-	1,540,997	1,125,308
5 Graduate Assistant	769,718	-	76,000	845,718	-	25,000	30,000	-	-	22,600	923,318	988,474
6 Exempt Staff	982,580	2,967,650	11,192,531	15,142,761	-	3,635,393	9,442,997	1,472,942	-	3,394,342	33,088,435	29,268,956
7 Non-Exempt Staff	362,702	60,683	2,680,976	3,104,361	-	1,437,294	1,240,402	3,784,826	-	452,794	10,019,677	9,661,343
8 Student Employees	82,638	400,000	730,746	1,213,384	-	341,885	254,334	-	41,714	794,965	2,646,282	2,515,432
9 Summer Instruction Salaries	1,590,232	-	-	1,590,232	-	-	-	-	-	-	1,590,232	1,707,883
10 Benefits	9,242,913	622,255	3,521,980	13,387,148	-	1,339,170	2,259,330	1,084,547	-	1,093,682	19,163,877	18,555,489
<b>11 Subtotal</b>	<b>43,230,765</b>	<b>4,050,588</b>	<b>18,304,982</b>	<b>65,586,335</b>	<b>-</b>	<b>6,778,742</b>	<b>13,227,063</b>	<b>6,342,315</b>	<b>41,714</b>	<b>5,758,383</b>	<b>97,734,552</b>	<b>92,018,624</b>
12 Capital	-	-	2,750,757	2,750,757	-	100,000	317,745	20,000	-	-	3,188,502	3,150,859
13 M&O	2,469,573	2,915,048	5,418,345	10,802,966	10,000	1,924,336	6,519,372	1,894,915	-	1,908,112	23,059,701	20,037,573
14 Travel & Business Expense	117,691	199,579	377,281	694,551	5,000	143,820	186,200	20,800	800	62,829	1,114,000	668,241
15 Debt Service	-	-	-	-	-	-	13,000	2,310,852	-	3,339,102	5,662,954	5,645,690
16 Utilities	-	-	-	-	-	-	-	1,586,424	-	303,829	1,890,253	2,328,230
17 Scholarship & Fellowship	-	-	-	-	-	-	-	-	31,371,622	-	31,371,622	25,959,229
<b>18 Subtotal</b>	<b>2,587,264</b>	<b>3,114,627</b>	<b>8,546,383</b>	<b>14,248,274</b>	<b>15,000</b>	<b>2,168,156</b>	<b>7,036,317</b>	<b>5,832,991</b>	<b>31,372,422</b>	<b>5,613,872</b>	<b>66,287,032</b>	<b>57,789,822</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 45,818,029</b>	<b>\$ 7,165,215</b>	<b>\$ 26,851,365</b>	<b>\$ 79,834,609</b>	<b>\$ 15,000</b>	<b>\$ 8,946,898</b>	<b>\$ 20,657,734</b>	<b>\$ 12,180,306</b>	<b>\$ 31,414,136</b>	<b>\$ 11,379,265</b>	<b>\$ 164,427,948</b>	<b>\$ 150,177,446</b>

**University of Houston-Clear Lake**  
FY2024 Annual Plan and Budget

## UHCL Mission Statement

*“The 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.”*

## UHCL Strategic Planning

UHCL has developed 15 Strategic Objectives and supporting Strategic Initiatives as it executes the Strategic Plan developed over the past few years. The overarching delivery of our Strategic Plan is how it will impact our students and truly deliver the **UHCL Impact**:

- We **transform** student lives through experiential learning and workforce readiness, using highly credentialed faculty with real-world experience, focusing upon diverse communities, first-generation students, and lifelong learners.
- We **translate** knowledge to actionable solutions and interventions by generating and applying research and discovery learning through multidisciplinary approaches to solve crucial social and scientific problems.
- We **transcend** boundaries to collaborate across industry and community partnerships to develop our economy, our educational systems, our physical and social ecology, and our quality of life.

UHCL opened the new Science, Technology, Engineering, and Mathematics Classroom (STEM) building at the start of AY2018-2019. This new academic building supports, among other programs, the new Mechanical Engineering program. That progress has already doubled enrollment projections and is a part of the significant growth in undergraduate enrollment UHCL is experiencing in the science and technology fields. Also opened in AY2018-19 was the new Recreation and Wellness Center. That building supports growing academic fields in Exercise and Health Sciences, and Fitness and Human Performance, as well as providing a critical student engagement and interaction facility. The growth in these academic areas has also generated significant community engagement and has opened the opportunity for a new Health and Human Performance Institute that will generate significant community engagement and experiential opportunities for our students. UHCL opened the new Health Sciences and Classroom Building, enabling the growth in critical health science and expansion of our Center for Autism and Developmental Disabilities Program to Pearland and the growth of our Nursing program, essential to serving the growing needs of our community, as well as programming and the strengthening of our 2+2 and the Houston Guided Pathways to Success (GPS) partnership with Alvin Community College. This partnership is essential to the success of our students and continues to drive undergraduate enrollment growth for UHCL. Finally, UHCL has negotiated and will soon open new spaces for our Healthcare Administration program to be located within the Texas Medical Center where this regionally and nationally noted program supports a rapidly growing and in demand need. All of these actions continue to contribute to a vibrant campus that is positioned to grow and serve our surrounding community.

## **UHCL Planning Process**

The planning process at UHCL includes strategic planning, collaboration between the divisions of Academic Affairs, Student Affairs, Strategic Enrollment Management, Business Affairs, and University Advancement, as well as budgeting, implementation, and assessment of outcomes. A 2019 internal audit from the University of Houston System noted the integration and effectiveness of the planning and budgeting process at UHCL.

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance structure. UHCL's Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs, Vice President for Strategic Enrollment Management, Vice President for University Advancement and Vice President for Administration and Finance, as well as the Pearland AVP and Chief Operating Officer develop the university's prioritized initiatives for funding which are then presented to the campus in recorded presentations where each Division Head connected those prioritized initiatives to the University's 15 Strategic Objectives and related Strategic Initiatives. That list was then presented to PBC for comment and feedback before being presented to the University Council for final consultation. Following this consultation, the President, in consultation with members of Core Leadership and the recommendations from Shared Governance, approved final funded priorities and communicated that to the campus.

The university's Strategic Objectives and the University of Houston System's strategic priorities provide the impetus and direction for our planning and budgetary expenditures. Working in conjunction, our offices of Planning and Budget, Strategic Enrollment Management, and the Office of Institutional Effectiveness provide aligned measures that assess our progress and guide decisions. Among these measures are standardized metrics, portfolios, and periodic reports from each college and department. Senior leadership uses those data sets to inform decisions that will benefit the campus in its efforts to become more effective in meeting our goals and delivering on our mission.

As we enter a new Biennium, increases to State support through the formula funding are more than offset by current enrollment declines directly stemming from the Pandemic. The decline in enrollment at our region's Community Colleges, has challenged enrollment and it is requiring reinvestment to restart that pathway. Simultaneously, graduate enrollment has continued to be challenging as both the national and regional trend of declining enrollment in graduate programs is experienced on our campus as well. Post Pandemic, there has been a moderate upturn as our international enrollment has seen significant gains in the prior year, but then experienced a slight drop in the current year. Leaving it unclear if it was the result of pent up demand or a sustainable change. Challenges to our non-formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that funding of initiatives is connected to performance metrics, investment in infrastructure, and both strategic and operational reserves are preserved as we conduct our planning processes.

The major priorities to be addressed in Fiscal Year 2024 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and

Administration, and (4) Community Advancement. The following section will provide an overview of UHCL’s priorities and initiatives for FY 2024. The major priorities include:

- Student Access and Success \$ 8,481,328
  - Financial Aid
  - Student Recruitment, Retention and Success
  - Enhanced Student Support Services
  
- Academic and Research Excellence, National Competitiveness \$ 3,929,444
  - Faculty Recruitment, Retention and Expansion
  - Federal and State Research Support
  
- University Infrastructure and Administration \$ 2,141,643
  - Insurance and Risk Mitigation
  - Recruit and Retain Highly Qualified Staff
  - Operations and Administration Support
  - Campus Security, IT and Infrastructure
  
- Community Advancement \$ --
  - No new funds are being identified for Community Advancement

## University of Houston Clear Lake

### FY 2023 Budget – Reallocations and Reductions

The FY2023 budget represents the beginning of the 88<sup>th</sup> Legislature for the 2024-2025 biennium. As the Spring 2020 semester commenced the nation was facing the threat of the Covid19 Virus. The nationwide pandemic has had a very significant impact upon our institution, but even more so, upon our students. The 5% cut to FY20-FY21 general revenue appropriations that totaled \$2.9 Million has yet to be restored and while State Appropriations for Higher Education have increased for the coming biennium, the loss of enrollment has had an even greater impact in the opposite direction. At the same time, recovery inflation has driven up costs significantly for both labor and materials. To ease this pressure on our students, UHCL is not increasing tuition or academic fees for FY2024 or FY2025, on the heels of no increases for FY2023. The FY24 identified reallocations and reductions are intentionally minor, as the focus remains on the execution of the University’s strategic plan and the path established. However, just as is being done in the FY2023 execution of the budget, where savings are identified throughout the year and aligned to emerging needs, this will be the tactic pursued for the FY2024 budget, incentivizing units to identify and retain savings to address emerging needs within their own budget.

## REALLOCATIONS

Base funded items were identified that could be shifted to decentralized funding sources to assist with the funding of initiatives.

DESCRIPTION	AMOUNT	EXPLANATION
DEPARTMENT REDUCTION	(\$ 301,913)	Closure of the Diplomacy Institute
TOTAL REDUCTION		A-B

## TOTAL REALLOCATIONS/REDUCTIONS

(\$ 301,913) *App A-B1*

### Priority 1. Student Success

#### Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our ninth year as a four-year university, Fall 2022, UHCL enrolled 354 first-time-in-college (FTIC) students and 1,084 transfer students. Our FTIC students came from over 80 high schools with an average grade point above 2.50 and our transfer students had a mean transfer GPA above 3.0. The headcount number was a decline from the previous Fall Semester, 335/1378 respectively, with the decline coming fully from transfer students from Community College partners. This decline was a first year of decline for total students, due to the challenges stemming from the Pandemic, and the end of Pandemic support for students as well as a slight decline in new international students, as well as good graduation rates of students who were able to persist. This decline is consistent with national evidence of the impact of the Covid19 Pandemic on higher education enrollment and within Texas. While there is evidence that the impact of the Pandemic is diminishing, enrollment is projected to be challenged in the near term with continued low enrollment in the community colleges in prior years as well as new competition for students. Despite this, Fall 2022's new student cohort represented a return to the steady, but modest, growth in FTIC students as well as an upward trend of expanding the breadth of where new students came from and their entrance scores for the University. Of the 354 FTICs, 56% were female, 44% were male and their enrollment status was 82% full-time and 18% part-time students. For undergraduate students, the top majors were biological science, mechanical engineering, psychology, criminal justice & criminology, and computer science. Our retention rate for FTIC freshmen remained strong as did our retention rate for First Time Transfer Students, both continuing to contribute to overall growth in undergraduate enrollment. For fall 2022, UHCL served a total of 8,562 students, compared to 9,279 in fall 2021 this represented a decline of over 700 students and is an 8.4% decline over our highpoint in Fall 2019. It is important to note that the decline in Semester Credit Hours (SCH) was less than the headcount decline, as UHCL continued to have success in more students attending full time. This success compounds recruitment challenges, as success with retention and progression resulted in UHCL's largest graduating class ever in the Spring of 2023. The longer trend of increased enrollment at the undergraduate level is expected to continue due primarily to the demographics of our recruiting region. However, the task of turning the decline in graduate students remains a

challenge. Fall 2022 saw declined enrollment at the graduate level with an 11% decline, marking a reversal of the recent recovery trend of increases for graduate students. Enrollment of international students, even with a slight dip from the prior year, was still a bright spot with continued enrollment approaching pre-pandemic levels. UHCL experienced 5% growth in international students, with all of the growth being graduate students. This represents the 2<sup>nd</sup> year of strong enrollment for international students following the pandemic. It is still early to determine if this will be sustained growth or pent up demand, but the campus continues to implement processes to drive a return to enrollment growth as we address the new landscape.

Recently introduced new programs continue to show growth and contributes to the success of undergraduate enrollment in the STEM fields. UHCL continues to partner with Alvin Community College (ACC) as they offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region. However, as ACC has struggled both during and post Pandemic, enrollment at Pearland has also struggled. The introduction of three new academic buildings (one at Pearland and two at Clear Lake) continues to support student access and has contributed to our enrollment pre-Pandemic, and will be critical as we rebuild enrollment. As stated earlier, UHCL also continues to reduce the average years to degree and average credit hours to degree, seeing steady declines in both since 2015, contributing significantly to lowering the overall cost of attaining a degree.

Finally, the creation of the newly formed division of Strategic Enrollment Management, and the arrival of the Vice President for Strategic Enrollment Management, will ensure greater collaboration and focus of effort as we collectively support the operations of strategic enrollment planning, targeted student support, and deliberate retention initiatives across our campus.

### **FY2024 Budget Initiatives**

- Financial Aid – New Resources \$ 1,124,301 *App A-C2*  
 A portion of the Comprehensive Regional University funding, designed to support at risk students and the Success Through Education Program (STEP).
- Federal and State Financial Aid – New Resources \$ 5,224,534 *App A-C3*  
 Increased federal and state financial aid support
- Gifts & Endowments – New Resources \$ 473,581 *App A-C4*
- Student Recruitment, Retention and Success – New Resources \$ 831,538 *App A-C5*

This initiative includes necessary staff support for UHCL’s continuation of the Student Success Initiative and market/merit adjustments for administrative and classified staff critical to support all students. This is funded primarily from the Comprehensive Regional University (CRU) program with support funding for At-Risk student success.

- Enhanced Student Support Services – New Resources \$ 827,374 *App A-C6*

This initiative includes merit and market adjustments necessary staff support for UHCL’s administrative and classified staff critical to support all students and positions to support UHCL’s QEP initiative.

- STEM Classroom Building Debt Service – HEF \$ 704,223 *App B1*

HEF has supplemented the state TRB allocation to increase the building by 18,000 square feet. These funds provided additional teaching labs for chemistry, mechanical engineering and a 120-seat auditorium style classroom.

- Recreation and Wellness Center Debt Service – HEF \$ 767,662 *App B2*

HEF has funded approximately 23,000 square feet for the Exercise and Health Sciences program including labs, classrooms, and faculty offices.

- Instructional Support – HEF \$ 1,679,610 *App B3*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2024. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle. This also includes the annual payment for capital lease/purchase of the facility built by the City of Pearland and leased by UHCL.

### Priority 1. Investment of Resources in FY2024 Initiatives

	NEW RESOURCES	HEF	TOTAL
FINANCIAL AID	\$ 1,124,301		\$ 1,124,301
FEDERAL & STATE FINANCIAL AID	5,224,534		5,224,534
GIFTS & ENDOWMENTS	473,581		473,581
RECRUITMENT, RETENTION & SUCCESS	831,538		831,538
ENHANCED STUDENT SUPPORT SERVICES	827,374		827,374
DEBT SERVICE – ACADEMIC INFRA.		704,223	704,223
DEBT SERVICE – OTH E&G		767,662	767,662
INSTRUCTIONAL SUPPORT		1,679,610	1,679,610
SUBTOTAL	\$ 8,481,328	\$ 3,151,495	\$ 11,632,832

### Priority 2. National Competitiveness

#### Context

UHCL continues to focus on the delivery of high-quality educational programs which meet the needs of our students, employers, and community. One external indication of the quality of academic programs is the type of accreditation achieved by the program. UHCL’s academic programs are currently accredited by the Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Board for Engineering and Technology (ABET), the Council for the

Accreditation of Education Preparation (CAEP), the State Board of Educator Certification (SBEC), the American Psychological Association (APA), the National Association of School Psychologists (NASP), the Council on Social Work Education (CSWE), the Accreditation Commission for Education in Nursing (ACEN), the Behavior Analysis Accreditation Board (BAAB), the Human Factors and Ergonomics Society (HFES), and the American Chemical Society (ACS). UHCL currently has 32 specialized accredited programs. In 2020, UHCL advanced eighteen places tying for 43<sup>st</sup> among the 140 colleges and universities considered as the Best Regional Universities in the West by U.S. News and World Report and in 2023, UHCL left the ranks of Regional Universities, and is now unranked among National Universities but is focusing our efforts to now move up and into the ranked list. This new categorization will bring new challenges as the University strives to move up in the rankings to demonstrate increased national competitiveness. UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list. In 2018, Washington Monthly ranked UHCL 5<sup>th</sup> nationally as the “Best Bang for the Buck” among Colleges in the south.

UHCL continues to demonstrate applied research excellence in several areas. The Center for Autism and Developmental Disabilities (CADD) provides not only important services to families in the Houston-Galveston area but continues to receive extramural support from state and federal agencies. These funds support both the education and training of future health care providers and enable CADD faculty to continue to generate peer reviewed scholarship. The university also received external funding to support mental health first aid training in the community, in recognition of the strong academic and staff support that UHCL possesses in several related counseling fields. These represent just two examples of how UHCL faculty continue to generate new knowledge and thereby enhance the university’s research excellence. These rankings and demonstrated programming reflect UHCL's ongoing commitment to offering outstanding, affordable educational opportunities to its students and the broader Houston-Galveston community and will serve as the foundation as we dedicate our efforts to this new National classification.

### **FY2024 Budget Initiatives**

- Faculty Recruitment, Retention & Expansion – New Resources \$ 964,035 *App A-C8*  
Supports parity, promotion and faculty merit increases and faculty promotions.
- Federal and State Research Support – New Resources \$ 2,965,409 *App A-C9*
- Teaching and Research Resources – HEF \$ 1,931,283 *App B5*

In our continuing commitment to enhance teaching and research resources, these funds are used to support the maintenance of eBooks and electronic journals in the library and to support faculty and staff in the four colleges. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle as well as critical infrastructure.

## Priority 2. Investment of Resources in FY 2024 Initiatives

	NEW RESOURCES	HEF	TOTAL
FACULTY RECRUITMENT, RETENTION & EXPANSION	\$ 964,035		\$ 964,035
FEDERAL & STATE RESEARCH SUPPORT	2,965,409		2,965,409
DEBT SVC – RESEARCH LAB INFR		1,931,283	1,931,283
SUBTOTAL	\$ 3,929,444	\$ 1,931,283	\$ 5,860,727

## Priority 3. University Infrastructure and Administration

### Context

A key priority for UHCL is to provide an operationally efficient and safe physical environment to adequately support the successful achievement of the University’s mission. This provides an environment that is conducive to learning, teaching, research, service to students and community, and support to faculty, staff and alumni.

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. Our path to maintaining such a low score is through regular building assessments, with the most current full campus assessment having just been completed in FY2023. This assessment will drive our prioritized work for the next biennium and beyond. In addition to that, the University completed a mid-cycle review of the 10-year master plan, now 5 years old, with an in-depth review in our Shared Governance committees this year, gaining valuable insight into how the assumptions of the Master plan have aligned with the Strategic Plan and Facilities Management and Operations of the Campus since its adoption. The completion of a \$3 Million investment in an Energy Savings Performance Contract will generate savings to further support and address the campuses deferred maintenance needs. The University is also in the process of relocating its Healthcare Administration operations in the Texas Medical Center, which supports the growing need for professional healthcare administration in a key strategic location where the University has created a regionally and nationally noted program. On a more detailed level, upgrades were made to the campus central cooling and heating systems, the Newman library opened following an extensive renovation, and the renovated Enrollment Services Center is set to open in August 2023 following a six-month facelift and operational improvement project. To support our professional development goals in the strategic plan, new staff training facilities were created and new student tutoring spaces to support and expand the Math Lab were created. To support our students, staff, and faculty, the Patio Café completed phase III of the ongoing upgrade and expansion project that still has more phases to go with new furniture and is about to receive an upgraded main service line that will lower food and labor costs and provide greater variety and options for our students. Finally, enhanced safety and security were addressed across the campus with limited upgrades to camera security, assess, and fire safety were all installed or completed along with elevator maintenance and upgrading were also completed.

## FY 2024 Budget Initiatives

- Insurance and risk mitigation - New Resources \$ 242,629 *App A-C11*

This initiative includes necessary support for UHCL’s programs designed to identify and mitigate institutional risk.
- Recruitment & retention of highly qualified staff - New Resources \$ 552,242 *App A-C12*

This initiative is primarily merit/market adjustments for administrative and classified staff critical to support University Infrastructure and Administration.
- Operations and Administration Support - New Resources \$ 293,357 *App A-C13*

This initiative includes positions to support the University’s marketing and communication efforts and support for oversight of the University’s policy process.
- Campus Security, IT, and Infrastructure – New Resources \$1,053,415 *App A-C14*

This initiative includes increased operations costs at UHCL’s TMC location as well as IT related cost increases for ongoing support operations.
- Campus Security, IT and Infrastructure – HEF \$ 1,256,771 *App B8*

These funds fund the UHCL Campus Public Safety building and infrastructure. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle.
- Annual Deferred Maintenance & Life Safety – HEF \$ 1,619,588 *App B7*

UHCL will continue working on projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned include the continuation of many of the initiatives listed above such as classroom upgrade/replacement, LED and other energy reduction initiatives, ceiling tile replacement, campus wayfinding, upgrading chiller maintenance solutions, space utilization management software, and control replacement initiatives.

### Priority 3. Investment of Resources in FY2024 Initiatives

	NEW RESOURCES	HEF	TOTAL
TUITION REVENUE BOND DEBT SVCS	\$ -		\$ -
INSURANCE AND RISK MITIGATION	242,629		242,629
RECRUIT/RETAIN HIGHLY QUAL STAFF	552,242		552,242
OPERATIONS AND ADMIN SUPPOST	293,357		293,357
CAMPUS SECURITY, IT & INFRASTRUCT	1,053,415	1,256,771	2,310,186
ANNUAL DEF MAIN & LIFE SAFETY		1,619,588	1,619,588
<b>SUBTOTAL</b>	<b>\$2,141,643</b>	<b>\$ 2,876,359</b>	<b>\$ 5,018,002</b>

## Priority 4. Community Advancement

### Context

University of Houston-Clear Lake's Mission Statement emphasizes the importance of the university being both partnership oriented and community minded. Because of UHCL's continued commitment to community service and outreach, UHCL was named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service for a fifth consecutive year. UHCL's community advancement is implemented via the university's various centers and institutes including the Center for Autism and Developmental Disabilities (CADD), the Environmental Institute of Houston (EIH), the Art School for Children and Young Adults (ACSYA), the Center for Educational Programs (CEP), the Psychological Services Clinic (PSC), the Cyber Security Institute (CSI), the Center for Executive Education (CEE), the Institute for Human and Planetary Sustainability (IHaPS) the Health and Human Performance Institute (HHPI) and the Center for Workplace Consulting (CWC).

In FY 2022, UHCL dedicated significant additional resources with focus on community education and engagement opportunities at Pearland reconnecting with our communities on both Clear Lake and Pearland through our Campus Ambassador program. As such, within limited resources for additional allocation, no new resources are identified for FY2023.

### FY 2024 Budget Initiatives

- While the University is maintaining fully its current resources dedicated to success in this priority, but due to minimal projected enrollment increases and no tuition rate increases, no additional resources were available for allocation to this priority.

### Priority 4. Investment of Resources in FY 2024 Initiatives

	NEW RESOURCES	HEF	TOTAL
COMMUNITY EDUCATION/ENGAGE CLUTURAL ACTIVITIES	\$ -		\$ -
REGIONAL COLLABORATION/PARTNERSHIPS	-		-
SUBTOTAL	\$ -		\$ -

**University of Houston - Clear Lake**  
**Appendix A - Allocation of New FY 2024 Resources**

<u>Revenue Changes</u>	A
<b>State Appropriations</b>	
1 General Revenue	\$ (79,580)
2 Special Items	500,000
3 State Matching Benefits	907,447
4 Comprehensive Research Funds	86,726
<b>5 Subtotal State Appropriations</b>	<u><b>1,414,593</b></u>
<b>Tuition and Fees</b>	
6 Institutional Tuition and Fees	(6,046,512)
7 Student Service Fees	(12,912)
8 Recreation and Wellness Centers	62,706
9 Fund Balance	7,782,398
<b>10 Subtotal Tuition and Fees</b>	<u><b>1,785,680</b></u>
<b>Other Operating</b>	
11 Facility and Administrative Cost	23,000
12 Central Investment Earnings	574,321
13 Other Educational and General Operations	279,800
14 Auxiliary Operations	189,500
15 Parking Fees	57,210
16 Fund Balance	1,350,000
<b>17 Subtotal Other Operating</b>	<u><b>2,473,831</b></u>
<b>Contracts and Grants</b>	
18 Research	2,878,683
19 Financial Aid	5,224,534
<b>20 Subtotal Contracts and Grants</b>	<u><b>8,103,217</b></u>
<b>Endowment Income / Gifts</b>	
21 Gifts	(16,516)
22 Endowment Income	489,697
<b>23 Subtotal Endowment Income / Gifts</b>	<u><b>473,181</b></u>
<b>24 Total Net Revenue</b>	<u><u><b>\$ 14,250,502</b></u></u>

<u>Reallocations</u>	B
1 Reallocations	<u>\$ (301,913)</u>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success</b>	
2 Financial Aid	1,124,301
3 Federal and State Financial Aid	5,224,534
4 Gifts & Endowments	473,581
5 Student Recruitment, Retention and Success	831,538
6 Enhanced Student Support Services	827,374
<b>7 Subtotal Student Success</b>	<u><b>8,481,328</b></u>
<b>Priority 2. National Competitiveness</b>	
8 Faculty Recruitment, Retention and Expansion	964,035
9 Federal and State Research Support	2,965,409
<b>10 Subtotal National Competitiveness</b>	<u><b>3,929,444</b></u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
11 Insurance and Risk Mitigation	242,629
12 Recruit and Retain Highly Qualified Staff	552,242
13 Operations and Administration Support	293,357
14 Campus Security, IT and Infrastructure	1,053,415
<b>15 Subtotal University Infrastructure &amp; Administration</b>	<u><b>2,141,643</b></u>
<b>16 Total Priority/Initiative Allocations</b>	<u><u><b>\$ 14,250,502</b></u></u>

**University of Houston - Clear Lake**  
**Appendix B - Allocation of FY 2024 HEF**

<u>FY2024 Allocation</u>	
HEF	<u>\$ 7,959,137</u>

<u>Priority/Initiative Allocations</u>	<u>HEF</u>
<b>Priority 1. Student Success</b>	
1 Debt Service - Academic Infrastructure	\$ 704,223
2 Debt Service - Other E&G Space Infrastructure	767,662
3 Instructional Support	1,679,610
4 <b>Subtotal - Student Success</b>	<u>3,151,495</u>
<b>Priority 2. National Competitiveness</b>	
5 Debt Service - Research Labs Infrastructure	1,931,283
6 <b>Subtotal - National Competitiveness</b>	<u>1,931,283</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
7 Annual Deferred Maintenance & Life Safety	1,619,588
8 Campus Security, IT and Infrastructure	1,256,771
9 <b>Subtotal - University Infrastructure &amp; Administration</b>	<u>2,876,359</u>
10 <b>Total Priority/Initiative Allocations</b>	<u>\$ 7,959,137</u>

**University of Houston-Clear Lake**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

**Operating & Restricted Budget**

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>
	<b>Historical</b>	<b>Change</b>		<b>Current</b>	<b>Change</b>		<b>New</b>
	<b>FY2022 Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>FY2023 Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>FY2024 Budget</b>
<b>Source of Funds</b>							
1 State Appropriations	\$ 39.3	\$ (0.0)	0%	\$ 39.3	\$ 1.1	3%	\$ 40.4
2 HEF/NRUF	7.7	(1.6)	-21%	6.1	0.3	4%	6.4
3 Tuition & Fees	69.2	9.6	14%	78.8	(6.5)	-8%	72.3
4 Other Operating	13.0	(7.6)	-58%	5.5	11.4	209%	16.9
5 Contracts & Grants	18.7	0.0	0%	18.8	8.1	43%	26.9
6 Endowment Income/Gifts	0.9	0.8	96%	1.7	(0.1)	-5%	1.7
<b>7 Total Sources</b>	<b>\$ 148.9</b>	<b>\$ 1.3</b>	<b>0.9%</b>	<b>\$ 150.2</b>	<b>\$ 14.3</b>	<b>9.5%</b>	<b>\$ 164.4</b>
<b>Use of Funds by Object</b>							
8 Salaries and Wages - Faculty	\$ 30.2	\$ 0.9	3%	\$ 31.0	\$ 0.9	3%	\$ 31.9
9 Salaries and Wages - Staff	40.7	1.7	4%	42.4	4.2	10%	46.7
10 Benefits	18.1	0.4	2%	18.6	0.6	3%	19.2
11 M&O	23.2	(2.1)	-9%	21.1	3.5	17%	24.6
12 Capital	3.3	(0.1)	-3%	3.2	0.0	1%	3.2
13 Scholarships	25.4	0.5	2%	26.0	5.4	21%	31.4
14 Debt Service	5.6	(0.0)	0%	5.6	0.0	0%	5.7
15 Utilities	2.3	-	0%	2.3	(0.4)	-19%	1.9
<b>16 Total Uses</b>	<b>\$ 148.9</b>	<b>\$ 1.3</b>	<b>0.9%</b>	<b>\$ 150.2</b>	<b>\$ 14.3</b>	<b>9.5%</b>	<b>\$ 164.4</b>

**Capital Facilities Budget**

<b>Source of Funds</b>							
17 HEF	\$ 1.6	\$ -	0.0%	\$ 1.6	\$ (0.0)	-1%	\$ 1.6
18 Bonds	-	22.6	0.0%	22.6	(0.7)	-3%	21.9
21 Other	-	-	0.0%	-	9.9	0.0%	9.9
<b>22 Total Sources</b>	<b>\$ 1.6</b>	<b>\$ 22.6</b>	<b>1395.7%</b>	<b>\$ 24.2</b>	<b>\$ 9.3</b>	<b>38.5%</b>	<b>\$ 33.6</b>
<b>Use of Funds by Object</b>							
23 Construction	\$ -	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -
24 Major Rehabilitation	1.6	22.6	1396%	24.2	9.3	39%	33.6
<b>26 Total Uses</b>	<b>\$ 1.6</b>	<b>\$ 22.6</b>	<b>1395.7%</b>	<b>\$ 24.2</b>	<b>\$ 9.3</b>	<b>38.5%</b>	<b>\$ 33.6</b>

**Total Operating, Restricted and Capital Budget**

27	\$ 150.5	\$ 23.9	15.9%	\$ 174.4	\$ 23.6	13.5%	\$ 198.0
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**University of Houston-Clear Lake  
Table 2 - Current Operating Funds**

Source of Funds	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 23,654,420	\$ (79,580)	-0.3%	\$ 23,574,840
Special Items	8,039,119	671,386	8.4%	8,710,505
State Benefits Appropriation	7,588,568	492,959	6.5%	8,081,527
Subtotal State General Revenue Appropriations	39,282,107	1,084,765	2.8%	40,366,872
Tuition and Fees				
Consolidated Tuition & Fees	15,043,587	(751,519)	-5.0%	14,292,068
Subtotal Tuition and Fees	15,043,587	(751,519)	-5.0%	14,292,068
HEF	7,726,043	233,094	3.0%	7,959,137
Income on State Treasury Deposits	125,000			125,000
Hazlewood Compensation		414,488	0.0%	414,488
Subtotal General Funds	62,176,737	980,828	1.6%	63,157,565
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	43,206,068	(4,976,281)	-11.5%	38,229,787
Designated Tuition - Differential	2,445,662	(278,154)	-11.4%	2,167,508
Information Resource Fee	5,238,542	(444,088)	-8.5%	4,794,454
Major/Department/Class Fees	4,921,048	143,689	2.9%	5,064,737
Subtotal Tuition and Fees	55,811,320	(5,554,834)	-10.0%	50,256,486
Indirect Cost	275,479			275,479
Investment Income on Non-Endowed Funds	503,237	574,321	114.1%	1,077,558
Endowment Income	580,425	57,839	10.0%	638,264
Contracts / Grants / Gifts	27,000			27,000
Aux Admin Chg/Other	960,040	266,800	27.8%	1,226,840
Fund Balance	85,229	9,347,228	10967.2%	9,432,457
Subtotal Designated Funds	58,242,730	4,691,354	8.1%	62,934,084
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	5,164,850	(219,419)	-4.2%	4,945,431
Recreation and Wellness Center	2,208,361	11,081	0.5%	2,219,442
University Center Fees	593,004			593,004
Subtotal Student Fees	7,966,215	(208,338)	-2.6%	7,757,877
Sales & Service - Student Housing	1,905,036			1,905,036
Sales & Service - Parking	845,068			845,068
Sales & Service - Athletics/Hotel/Other	652,460	156,040	23.9%	808,500
Fund Balance		207,403	0.0%	207,403
Subtotal Auxiliary Funds	11,368,779	155,105	1.4%	11,523,884
<b>Total Current Operating Funds</b>	<b>131,788,246</b>	<b>5,827,287</b>	<b>4.4%</b>	<b>137,615,533</b>
<b>Interfund Transfer</b>	<b>(1,764,207)</b>	<b>(185,994)</b>	<b>10.5%</b>	<b>(1,950,201)</b>
<b>Total Operations Sources</b>	<b>130,024,039</b>	<b>5,641,293</b>	<b>4.3%</b>	<b>135,665,332</b>
<b>Restricted</b>				
Contracts and Grants				
Research	3,104,263	2,969,083	95.6%	6,073,346
Financial Aid	15,629,000	5,134,134	32.9%	20,763,134
Gifts	444,708	(26,558)	-6.0%	418,150
Endowment Income	356,322	187,744	52.7%	544,066
Other Restricted	355,489	(302,308)	-85.0%	53,181
Fund Balance	251,664	659,075	261.9%	910,739
<b>Total Current Operating Funds</b>	<b>20,141,446</b>	<b>8,621,170</b>	<b>42.8%</b>	<b>28,762,616</b>
<b>Interfund Transfer</b>	<b>11,961</b>	<b>(11,961)</b>	<b>-100.0%</b>	
<b>Total Restricted Sources</b>	<b>20,153,407</b>	<b>8,609,209</b>	<b>42.7%</b>	<b>28,762,616</b>
<b>Total Sources</b>	<b>\$ 150,177,446</b>	<b>\$ 14,250,502</b>	<b>9.5%</b>	<b>\$ 164,427,948</b>
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 73,463,135	\$ 5,107,540	7.0%	\$ 78,570,675
Benefits	18,555,489	608,388	3.3%	19,163,877
M&O	21,074,814	3,505,251	16.6%	24,580,065
Capital	3,150,859	37,643	1.2%	3,188,502
Scholarships	25,959,229	5,412,393	20.8%	31,371,622
Debt Service	5,645,690	17,264	0.3%	5,662,954
Utilities	2,328,230	(437,977)	-18.8%	1,890,253
<b>Total Uses</b>	<b>\$ 150,177,446</b>	<b>\$ 14,250,502</b>	<b>9.5%</b>	<b>\$ 164,427,948</b>

University of Houston-Clear Lake

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project	-----Funded From-----				
	Project	FY2024	Future Year		Revenue				
	to Date (1)	Budget	Budgets		Budget	HEF/Other State Funded	CCAP	Other Debt Funded	Gifts
<b>Major Repair and Rehabilitation</b>									
Capital Renewal Deferred Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 4,741,613	\$ 12,680,000	\$ -	\$ -	\$ 495,773
Parking Lot/Roadway Maintenance	81,250	400,000	320,647	801,897	381,294	-	-	-	420,603
Other Infrastructure Upgrades	3,667,317	5,193,540	4,538,250	13,399,107	1,377,500	-	-	-	12,021,607
Exterior upgrades	201,215	436,436	300,000	937,651	460,281	-	-	-	477,370
Bayou Renovations	372,610	14,467,345	14,765,000	29,604,955	221,766	28,130,000	-	-	1,253,189
Delta Renovations	72,525	1,550,000	1,420,000	3,042,525	35,525	2,897,000	-	-	110,000
SSCB Renovations	333,333	729,381	8,850,000	9,912,714	-	-	-	-	9,912,714
Stem Renovations	113,506	139,329	-	252,835	-	-	108,554	-	144,281
Hunter Hall Renovations	1,329,619	1,428,559	-	2,758,178	128,015	-	46,100	-	2,584,063
Recreation and Wellness	903,510	973,914	-	1,877,424	-	-	91,898	-	1,785,526
<b>Subtotal Major Repairs &amp; Rehabilitation</b>	<b>\$ 8,712,270</b>	<b>\$ 33,558,504</b>	<b>\$ 38,233,897</b>	<b>\$ 80,504,671</b>	<b>\$ 7,345,994</b>	<b>\$ 43,707,000</b>	<b>\$ 246,552</b>	<b>\$ -</b>	<b>\$ 29,205,126</b>
<b>Total</b>	<b>\$ 8,712,270</b>	<b>\$ 33,558,504</b>	<b>\$ 38,233,897</b>	<b>\$ 80,504,671</b>	<b>\$ 7,345,994</b>	<b>\$ 43,707,000</b>	<b>\$ 246,552</b>	<b>\$ -</b>	<b>\$ 29,205,126</b>

(1) Project expenditures to date, estimated through August 31, 2023

**University of Houston-Clear Lake**  
**Table 7-A Allocation of Student Service Fees**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 5,187,267	\$ (220,371)	-4.2%	\$ 4,966,896
Remissions/Exemptions	(22,417)	952	-4.2%	(21,465)
Budgeted Fund Balance	-	207,403	0.0%	207,403
<b>Total Sources</b>	<b>\$ 5,164,850</b>	<b>\$ (12,016)</b>	<b>-0.2%</b>	<b>\$ 5,152,834</b>
<b>Allocations</b>				
Student Government Association	\$ 22,500	\$ -		\$ 22,500
Annual Leadership Conference	25,000			25,000
Student Health Services	370,851	(5,170)	-1.4%	365,681
Student Publications	151,552	(3,000)	-2.0%	148,552
Counseling Services Operations	928,242	(3,730)	-0.4%	924,512
Student Involvement & Leadership M&O	636,882	27,766	4.4%	664,648
Auxiliary Utilities	90,000			90,000
AVP-Student Affairs	322,151	310	0.1%	322,461
Student Organizations	20,000	(15,000)	-75.0%	5,000
Unallocated Student Service Fee	123,298	(26,872)	-21.8%	96,426
Student Service Admin Charge	104,160			104,160
Diversity, Equity, & Inclusion	450,926	19,000	4.2%	469,926
Fitness and Wellness	142,231			142,231
SGA Executive Council	2,000			2,000
Student Service Central Service Charge	23,000			23,000
Women's Gender & Sexuality	3,000	(3,000)	-100.0%	-
Operations-General	744,308	(840)	-0.1%	743,468
Student Transportation	66,032	(66,032)	-100.0%	-
Educational Workshop & Training	3,000	(3,000)	-100.0%	-
Educational & Diversity Outreach	3,000	(3,000)	-100.0%	-
PC-Dean of Students	50,546			50,546
Orientation & Welcome Week	229,545	(1,260)	-0.5%	228,285
Career Services Operations	594,626	1,780	0.3%	596,406
Campus Activities Board (CAB)	2,000			2,000
Special Programs	16,000	60,032	375.2%	76,032
Race And Ethnicity	5,000	(5,000)	-100.0%	-
Student Leadership Banquet	10,000			10,000
Student Community Engagement	10,000			10,000
Spirit and Traditions	15,000			15,000
Student Org Center & Lounge	-	15,000	0.0%	15,000
<b>Total Allocations</b>	<b>\$ 5,164,850</b>	<b>\$ (12,016)</b>	<b>-0.2%</b>	<b>\$ 5,152,834</b>

**University of Houston-Clear Lake**  
**Table 7-B Allocation of University Center Fee**

<b>Sources</b>	<b>FY2023</b>	<b>-----Change-----</b>		<b>FY2024</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
Current Year Revenue	\$ 617,712	\$ -		\$ 617,712
Remissions & Exemptions	(24,708)			(24,708)
<b>Total Sources</b>	<b>\$ 593,004</b>			<b>\$ 593,004</b>
<b>Allocations</b>				
Student Service Center Building - Utilities	\$ 47,781	\$ -		\$ 47,781
Student Center Fee	48,500			48,500
Debt Service Student Center	325,820			325,820
Student Service Center Building - Custodial	170,903			170,903
<b>Total Allocations</b>	<b>\$ 593,004</b>			<b>\$ 593,004</b>

**University of Houston-Clear Lake**  
**Table 7-C Allocation of Recreation & Wellness Center Fee**

<b>Sources</b>	<b>FY2023</b>	<b>-----Change-----</b>		<b>FY2024</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
Current Year Revenue (Recreation Fee)	\$ 2,300,858	\$ 11,545	0.5%	\$ 2,312,403
Remissions & Exemptions	(92,497)	(464)	0.5%	(92,961)
<b>Total Sources</b>	<b>\$ 2,208,361</b>	<b>\$ 11,081</b>	<b>0.5%</b>	<b>\$ 2,219,442</b>
<b>Allocations</b>				
Debt Service	\$ 1,790,250	\$ 963	0.1%	\$ 1,791,213
Utilities	55,148			55,148
Benefits	72,640	14,043	19.3%	86,683
Exempt Staff	237,643	(22,072)	-9.3%	215,571
Maintenance and Operations	-	18,147	0.0%	18,147
Administrative Charges	52,680			52,680
<b>Total Allocations</b>	<b>\$ 2,208,361</b>	<b>\$ 11,081</b>	<b>0.5%</b>	<b>\$ 2,219,442</b>

# University of Houston Clear Lake

## UHCL ACADEMIC AFFAIRS POLICY (UAAP)

SECTION: Academic Affairs

Number: \_\_.6.1\_\_

**SUBJECT: WORKLOAD POLICY FOR FACULTY**

### I. PURPOSE and SCOPE

The University has adopted this policy to establish guidelines for calculating the statutory workload of faculty members employed at the University of Houston Clear-Lake in order to comply with Sections 51.402 of the Texas Education Code. This policy is a mechanism for ensuring that each faculty member meets the statutory teaching load minimum.

Pursuant to Texas Education Code, Section 51.402 and University of Houston System (UHS) Board of Regents Policy 21.05, this MAAP establishes the general workload policy for all full-time faculty and is designed to ensure a fair and equitable distribution of faculty workload in meeting the mission and operational needs of academic units.

This policy also establishes the annual reporting requirements to the UHS Board of Regents concerning faculty workload. As part of those requirements, each Department Chair and College Dean must certify that the duties of each faculty member constitute an appropriate workload responsibility in accordance with the following requirements.

### II. DEFINITIONS

**Academic Unit:** A College, Department or Program

**Faculty:** Tenure-track, tenured and non-tenure-track full time employees

**Program lead:** Program Director / Coordinator / Chair (or as defined by the College.)

**RSA – Research, Scholarly, or Artistic Activities** as defined in the UHCL Promotion and Tenure policy.

**Teaching unit:** A teaching unit is equivalent to 3-credit-hour course of standard enrollment. Standard enrollment is established in this policy in sections 5.B and 5.D.

**Teaching credit:** Various teaching activities accrue as teaching credits in fractional increments as outlined in this policy.

**III. POLICY STATEMENT**

The University requires that every faculty member fulfil a certain minimum teaching load in accordance with the following standards.

In order to achieve maximum effectiveness, the standard workload for tenure-track faculty members at UHCL is three classes per long semester plus RSA and service, as defined by the College. The percentages of each type of work expected for faculty in standard workload assignment are as follows:

- A. Assistant professors: 60% teaching, 30% RSA, 10% service
- B. Tenured faculty: 60% teaching, 20% RSA, 20% service
- C. Non-tenure-track (NTT) full-time faculty: for a standard Lecturer position, 80% teaching, 20% service. Department chairs/Deans may choose to recognize RSA conducted by NTT faculty as part of their workload.
- D. These percentages can be modified in accordance with this policy (See section 8.0 Modified Workload).
- E. Faculty may accumulate teaching credit over time and may aggregate fractional teaching credits in various categories. Faculty should request to use teaching credit for a course release as soon as a full teaching unit is reached. The course release is to be used when the Dean/Department Chair is able to schedule it, within two years following the request. If a release is not possible during those two years, a Dean may offer remuneration as an alternative, using the normal course overload rate (see 5.H). Alternatively, earned teaching credit may be paid immediately as a proportion of the normal rate for a course overload, with the agreement of the faculty and the Dean.

This workload policy sets forth guidelines that permit each Department Chair, under the supervision of a Dean, to best engage faculty to foster student and faculty success and advance the unit's mission. The goal of this policy is to implement a mechanism that equitably divides and accounts for the total professional effort of faculty, including instruction, research and clinical practice, and service to the university and professional community.

**IV. RESPONSIBILITIES**

Workload assignment must be primarily the responsibility of an academic unit and its Department Chair and the College Dean. These administrators are responsible for individual compliance with institutional rules and accreditation compliance, and for distributing the duties of their academic unit so that each faculty member contributes maximally to the department/program according to their capabilities and experience. Department Chairs and Deans are responsible for assuring that individual faculty members' workloads comply with the university workload policy. Chairs and Deans are also responsible for ensuring that faculty obligations are distributed fairly among faculty members within the academic unit. While this policy provides explicit guidance regarding teaching responsibilities, each College must develop and publish expectations for faculty RSA and service workload.

The Provost shall be responsible for implementing the institution's workload policy, reviewing College and department assignment patterns, tracking faculty workload, and monitoring compliance with institutional regulations.

**V. GUIDING PRINCIPLES FOR TEACHING WORKLOAD ALIGNMENT**

The normal teaching workload for a tenure-track or tenured faculty member is three courses (teaching units) per long semester plus associated teaching activities, as defined by the College. The normal teaching workload for NTT faculty is four courses (teaching units) per long semester plus associated teaching activities, as defined by the College.

**A. Laboratory Courses**

For laboratory, nursing clinical, physical activity, and studio art courses in which contact hours with direct faculty involvement are greater than credit hours, additional workload credit shall be rewarded by multiplying the number of weekly contact hours exceeding credit hours by 0.5 and adding that to the credit hour value of the course.

*Course Equivalent*

$$= \frac{\text{Credit Hour Value} + 0.5 \times (\text{Contact Hours} - \text{Credit Hour Value})}{3}$$

For example, a one (1) credit hour science laboratory course that meets for three (3) contact hours each week will count as 2/3 of a teaching unit.

For classes where the additional contact time may serve as advising/mentoring time for students, as in many studio classes, the additional contact time may also be compensated by a ½-unit reduction in required office hours for each excess contact hour.

**B. Large Classes**

Course caps should be set by Departments in collaboration with the Dean based on pedagogical best practices, facility space, enrollment demands and accreditation requirements. UHCL values the learning experiences of a small class. However, enrollment demands sometimes require larger classes. A class over 50 undergraduate students (or 40 graduate students) at UHCL is classified as a “large class.” To ensure that students maintain quality engagement with an instructor, a TA/IA or embedded tutor will be provided for classes scheduled as a large class (i.e., cap of greater than 50), pending the availability of funding and a qualified TA/IA/tutor.

Additionally, to acknowledge the added faculty workload large classes entail, supplemental workload credit will be allocated to a faculty member teaching a large class, according to the formula below (using census data to determine student count).

$$Course\ Equivalent = 1 + \frac{2}{3} \times \frac{Excess\ Enrollment}{Maximum\ Enrollment}$$

Reference examples:

100 UG students	$1 + (2/3) * (100-50) / 50$	= 1.67 course equivalent
80 UG students	$1 + (2/3) * (80-50) / 50$	= 1.36 course equivalent
60 UG students	$1 + (2/3) * (60-50) / 50$	= 1.13 course equivalent
60 Grad students	$1 + (2/3) * (60-40) / 40$	= 1.33 course equivalent

If a large course is taught by adjunct faculty, the TA rule applies, and the formula above should be used to adjust compensation for the adjunct faculty on the same sliding scale that workload credit is assigned for full-time faculty.

**C. Time-intensive classes**

Time-intensive classes (e.g., writing-intensive classes, practicum classes, study abroad classes, or field experience courses where faculty members must coordinate with off-site partners and travel to those sites for grading) should be formally designated as such, and have an appropriate cap determined, through discussion among faculty and Dean with approval from the Provost. The multiplier for exceeding the appropriate cap should use the formula in 5.B, with the determined cap as the “maximum enrollment.”

**D. Classes with Less than Minimum Enrollment**

The number of students normally required for a course to meet enrollment minimums is set by the Colleges. If a faculty member is required to teach a course with below minimum enrollment, the teaching credit will be that of a standard teaching unit. A faculty member may voluntarily teach a course at a reduced amount of workload credit to be agreed upon with their Dean.

**E. Thesis/Dissertation/Exhibition supervision**

Graduate thesis, dissertation and exhibition supervision shall provide teaching credit to the chairperson of the thesis or dissertation committee as follows:

- One course release for every 24 credit hours of thesis research or exhibition preparation completed. A faculty member cannot count one student for more than six (6) credit hours of credit for the purpose of this policy.
- One course release for every 12 credit hours of dissertation research completed. A faculty member cannot count one student for more than 12 credit hours of dissertation research for the purpose of this policy.

This course load credit *may* be divided among committee members by agreement. Default divisions of teaching credit for dissertation/thesis committees may be standardized at the College level by a vote of their respective faculty.

Supervision of other capstones, if requiring the intensive involvement of a faculty member, may be eligible for the same teaching credit, under discussion with the College Dean.

**F. Independent Study, Problems Courses, Project Courses, Practica, Cooperative Education, Service Learning**

In cases in which individualized teaching, tutorials, or consultive supervision takes place (unless students are grouped into an organized class) teaching credit is awarded to the faculty member on the basis of 1/30 course equivalent per SCH for each undergraduate, and 1/15 course equivalence per SCH for each graduate (with approval by Dean, since these cases may vary from College to College).

Reference examples:

- 10 undergraduate students in these capacities = 1 course equivalent
- 5 graduate students in these capacities = 1 course equivalent

#### G. Supervision of interns / student teachers

Teaching credit is awarded for supervision of an intern or student teacher at a rate of 3 credit hours of internship supervision = 1/12 course equivalent. Thus, supervision of six student interns (at 6 credit hours each) is equated to one full teaching unit credit.

Faculty may submit a request to change this established course equivalence multiplier to their Dean. The Dean and program faculty will agree upon any alternative based upon relevant facts such as commute time, documentation and evaluation of student teaching or intern performance, and meeting times with student teachers and teaching supervisors or internship managers.

If a program is supervising a high volume of internships and they can be organized into a course as a part of a normal teaching load, the course equivalence multiplier does not apply.

#### H. Teaching overload

A faculty member, with agreement of their Dean, may teach a course/courses beyond their defined teaching workload in each long semester, which is often but not always 60% (three reference courses) for a tenure-track faculty or 80% (four reference courses) for NTT faculty.

Overloads are always optional and faculty may decline administrative requests to teach beyond their assigned workload.

If this additional teaching is voluntary and adds up to the equivalent of a teaching unit, the faculty member will be compensated, at the selection of their Dean, with a course release to be taken in the following four long semesters or additional overload remuneration. This overload remuneration is determined by the College, should be consistent in absolute or percentage terms across the Colleges, must exceed the amount that would be paid to a similarly credentialed and experienced adjunct, but be no greater than 10% of the faculty member's 9-month salary.

If this additional teaching is voluntary and adds up to less than the equivalent of a teaching unit (e.g., taking over a course partway through a semester), the Dean may pay the faculty member proportionally to the College overload rate or allow the faculty member to bank it as fractional teaching credit.

If a faculty member is directed by the Accessibility Support Center to create a version of a course in a different modality (e.g., online) to meet student accommodation needs, it will count as a course overload in discussion with the department chair and approval by the dean. Other instances of additional modalities and adaptations to meet accommodation needs may be considered as an overload, in discussion with the department chair and approval by the dean.

#### **VI. GUIDING PRINCIPLES FOR RESEARCH, SCHOLARLY AND ARTISTIC ACTIVITY (RSA) WORKLOAD ASSIGNMENTS**

Each faculty member is expected to engage in RSA with resulting products that meet the College requirements for tenure, promotion, and post-tenure review for tenure-track and tenured faculty.

Each College will have policies that meet academic standards and accreditation needs while allowing the flexibility that supports innovative research and the potential to reach and impact a broad audience.

Each College must develop and publish expectations for faculty RSA workload. Each College should recognize that different disciplines have different products of RSA, that the tangible products of RSA are not always immediate, allow the faculty the flexibility needed for innovative RSA and recognize work that reaches both a typical scholarly audience and the broader public.

#### **VII. GUIDING PRINCIPLES FOR SERVICE WORKLOAD ASSIGNMENTS**

Each faculty member is expected to do service work towards the needs of the University and discipline in accordance with the policy of their College. Each College will determine how a service workload unit is constituted. This work consists not only of committee work, but rather a range of activities that support the goals of the institution.

Each College must develop and publish expectations for a service workload unit. Each College is encouraged to eliminate or streamline any service obligations that do not contribute to the smooth functioning of the university. For the service that remains, each College should recognize that different activities require different amounts of time and effort, weight them accordingly, and distribute them equitably.

#### **VIII. MODIFIED WORKLOAD**

The workload percentages listed in Section III constitute a standard workload for full time faculty. However, flexibility is possible based on the needs of the Academic Unit and the faculty member, in agreement by both. For example, certain positions such as Department Chair, Program leads, Faculty Senate President and Faculty Senate

Executive Committee member typically require faculty members to take on a service load that exceeds the norm. In such cases, short-term modifications to the faculty workload may be made, for example through course releases.

Short-term modifications to any of the three components of workload may be made through discussions between faculty and Department Chair, and approval by the Dean. In no instance should the percentage of faculty workload dedicated to service be reduced to zero, since that places an undue burden on other faculty.

In the event that annual review feedback indicates a faculty member has a pattern of not meeting minimum workload expectations as delineated in their college annual review policy and criteria, the Department Chair may recommend a modified workload.

Any modifications of faculty workload should be in writing and include the reasoning for the modification and the timeframe that the modification will be in effect. The faculty member should be notified of the modification within 10 business days after the Dean's approval. The Chair, Dean, faculty member, and Provost should receive/maintain a copy of the modification. All modifications should be reflected in the college's annual workload report.

#### **IX. DISPUTING WORKLOAD ASSIGNMENTS**

Although not required in order to file a university level grievance, faculty members may discuss any concerns regarding their workload assignment with their Department Chair and subsequently with their Dean if concerns are not addressed.

If unresolved, Faculty members may dispute their assigned workload by initiating a university level grievance as provided in the UHCL Faculty Grievance Policy (UHCL MAAP 6.A.17). Until any dispute has been fully resolved, the terms of the original workload assignment being disputed will remain in effect.

#### **X. WORKLOAD CERTIFICATION PROCEDURES**

Each College will report the past year's annual faculty workload assignments, as well as the plan for the upcoming year, to the Provost, within 30 days of the end of spring semester. The Provost will provide a summary report of the previous year's workload assignments and modifications to the faculty at the start of the fall semester.

The University shall file with the Board of Regents a report, by department, of the academic duties and services performed by each member of the faculty during the nine-month academic year, showing evidence of compliance with requirements established

by the governing board. Teaching responsibilities in each workload standard shall be in proportion to the portion of salary paid from funds appropriated for instructional purposes.

**XI. REVIEW AND RESPONSIBILITY**

This policy will be reviewed by the Faculty Life Committee of Faculty Senate every 5 years unless an interim need for substantive review or revisions is needed.

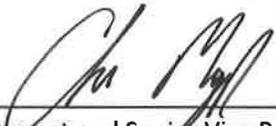
Responsible Parties: Faculty Life Committee of Faculty Senate

Review: Every 5 years

**XII. APPROVAL**

Signature lines for formal approval of the document.

Approved:

  
\_\_\_\_\_  
Provost and Senior Vice President of Academic Affairs

  
\_\_\_\_\_  
President

Date: 4/14/2022

**XIII. REVISION LOG**

Revision Number	Approval Date	Description of changes
1	May 8, 1997	Approved by University Council
2	4/14/2022	Substantive Changes to Policy Statement, Responsibilities and addition of sections delineating Guiding Principle sections that pertain to teaching, service and research, scholarly and artistic activities as well as modifications of workload and workload certification procedures.

**FY2023**

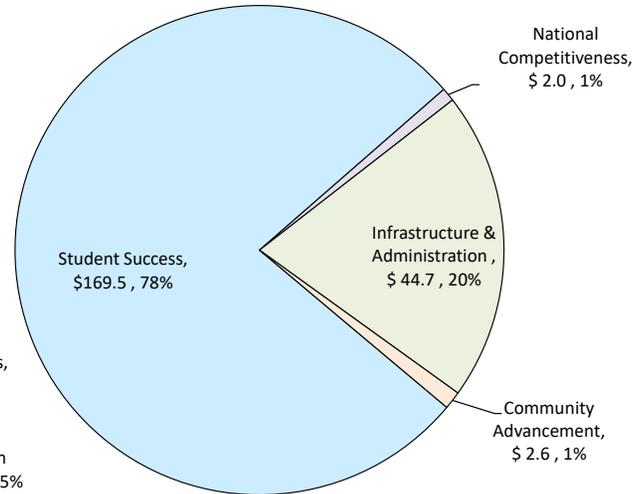
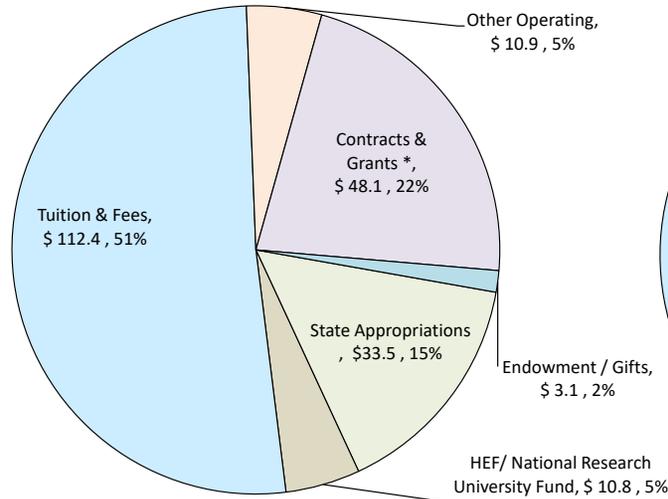
**University of Houston Downtown Budget**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 218.8
Capital Facilities	13.4
<b>Total</b>	<b>\$ 232.2</b>



\* Includes Federal Financial Aid

Total \$218.8 Million

Total \$218.8 Million

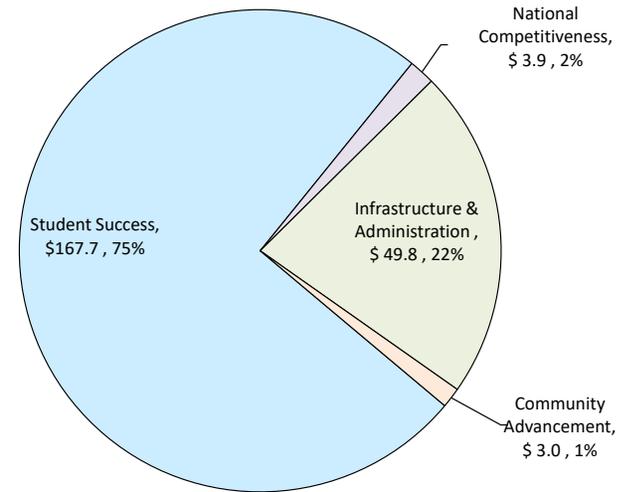
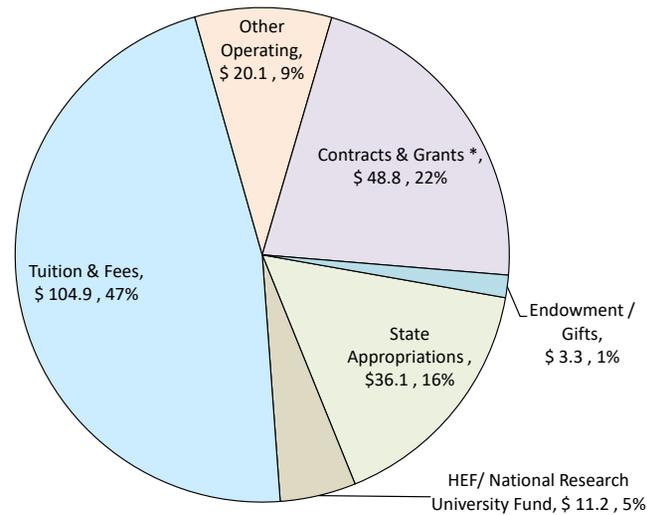
**FY2024**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 224.4
Capital Facilities	47.1
<b>Total</b>	<b>\$ 271.5</b>



\* Includes Federal Financial Aid

Total \$224.4 Million

Total \$224.4 Million

**University of Houston Downtown**  
**Revenues FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 State Appropriations	\$ 32.5	\$ 31.4	\$ 33.7	\$ 33.5	\$ 36.1
2 HEF/ National Research University Fund	11.8	10.8	10.8	10.8	11.2
3 Tuition & Fees	106.9	115.0	114.3	112.4	104.9
4 Other Operating	6.6	4.0	2.9	10.9	20.1
5 Contracts & Grants *	55.5	76.6	80.0	48.1	48.8
6 Endowment / Gifts	3.7	2.7	4.3	3.1	3.3
7 Total	<u>\$ 217.0</u>	<u>\$ 240.5</u>	<u>\$ 246.0</u>	<u>\$ 218.8</u>	<u>\$ 224.4</u>

\* Includes Federal financial aid

**University of Houston - Downtown**  
**Expenditures FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 Student Success	\$ 159.0	\$ 184.1	\$ 194.0	\$ 169.5	\$ 167.7
2 National Competitiveness	2.6	2.2	1.9	2.0	3.9
3 Infrastructure & Administration	36.0	34.2	39.3	44.7	49.8
4 Community Advancement	3.1	2.7	2.6	2.6	3.0
5 Total	<u>\$ 200.7</u>	<u>\$ 223.2</u>	<u>\$ 237.8</u>	<u>\$ 218.8</u>	<u>\$ 224.4</u>

**University of Houston - Downtown  
FY 2024 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	26,265,988	-	66,980	26,332,968	14,461	22,851	531,236	-	-	44,659	26,946,175	25,845,491
3 Non-Tenure Track Faculty	6,358,260	-	76,969	6,435,229	14,706	-	110,883	-	-	-	6,560,818	6,167,057
4 Adjunct Faculty	4,936,794	-	-	4,936,794	-	-	-	-	-	-	4,936,794	5,365,105
5 Graduate Assistant	-	-	-	-	-	-	-	-	-	-	-	-
6 Exempt Staff	1,511,423	319,493	13,114,561	14,945,477	861,613	3,921,811	11,372,054	513,650	-	2,467,649	34,082,254	33,307,308
7 Non-Exempt Staff	749,980	-	4,454,178	5,204,158	149,398	1,360,258	4,753,955	1,873,433	-	1,419,626	14,760,828	14,763,171
8 Student Employees	165,987	4,662	835,920	1,006,569	31,281	324,571	94,807	4,226	680,000	410,850	2,552,304	2,611,940
9 Summer Instruction Salaries	3,219,563	-	-	3,219,563	-	-	-	-	-	-	3,219,563	3,219,563
10 Benefits	10,712,285	94,347	5,839,558	16,646,190	324,319	1,718,221	5,190,577	1,257,823	-	1,128,049	26,265,179	24,934,211
<b>11 Subtotal</b>	<b>53,920,280</b>	<b>418,502</b>	<b>24,388,166</b>	<b>78,726,948</b>	<b>1,395,778</b>	<b>7,347,712</b>	<b>22,053,512</b>	<b>3,649,132</b>	<b>680,000</b>	<b>5,470,833</b>	<b>119,323,915</b>	<b>116,213,846</b>
12 Capital	-	9,500	3,962,432	3,971,932	-	50,958	1,926,422	5,408	-	15,000	5,969,720	4,224,845
13 M&O	1,721,602	3,464,976	7,141,733	12,328,311	1,648,088	1,939,071	12,229,690	5,683,953	-	2,911,808	36,740,921	32,982,307
14 Travel & Business Expense	231,889	12,500	285,320	529,709	10,500	64,873	337,240	6,456	-	121,000	1,069,778	1,200,000
15 Debt Service	-	-	-	-	-	-	-	2,560,125	-	2,847,575	5,407,700	5,426,675
16 Utilities	-	-	-	-	-	-	-	1,306,576	-	187,436	1,494,012	1,494,012
17 Scholarship & Fellowship	-	-	-	-	-	-	-	-	54,417,980	-	54,417,980	57,300,454
<b>18 Subtotal</b>	<b>1,953,491</b>	<b>3,486,976</b>	<b>11,389,485</b>	<b>16,829,952</b>	<b>1,658,588</b>	<b>2,054,902</b>	<b>14,493,352</b>	<b>9,562,518</b>	<b>54,417,980</b>	<b>6,082,819</b>	<b>105,100,111</b>	<b>102,628,293</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 55,873,771</b>	<b>\$ 3,905,478</b>	<b>\$ 35,777,651</b>	<b>\$ 95,556,900</b>	<b>\$ 3,054,366</b>	<b>\$ 9,402,614</b>	<b>\$ 36,546,864</b>	<b>\$ 13,211,650</b>	<b>\$ 55,097,980</b>	<b>\$ 11,555,652</b>	<b>\$ 224,426,026</b>	<b>\$ 218,844,139</b>

08/23/2023

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**University of Houston-Downtown**  
FY 2024 Annual Plan and Budget

# University of Houston-Downtown (UHD) Mission and Goals

## UHD Mission

The University of Houston-Downtown is a community of diverse faculty, staff, students, and regional partners dedicated to nurturing talent, generating knowledge, and driving socioeconomic mobility for a just and sustainable future.

## UHD Vision

The University of Houston-Downtown will be an inclusive university of choice for Houstonians seeking to contribute to the social, intellectual, and cultural lives of their communities.

## UHD Strategic Plan 2022-2027

To accomplish the second year of strategic imperatives articulated in our *A New Paradigm* plan, funding has been earmarked in the FY24 budget for the following priorities:

- ***Enhancing Student Success***  
Optimize lifelong student success and engagement through robust academic advising, targeted student services, sufficient financial aid and built-in career advising.
- ***Strategic Partnerships***  
Cultivate a diverse portfolio of institutional partnership to serve Houston and the region as an anchor institution.
- ***Dynamic Academic Environment***  
Cultivate a dynamic academic environment in which we nature students to their fullest potential that they may better impact their world.
- ***Engaged Faculty and Staff.***  
Be the employer of choice that values and supports a diverse and inclusive faculty and staff.
- ***Sustainable Operations***

Maximize our operational portfolio by means of a strong donor base; strategic enrollment; engaged alumni, faculty, and staff; robust grant activity; sustainability best practices; a access to legislative funds; regular maintenance of facilities; and a strong technology infrastructure.

- ***Elevated Visibility and Recognition***

Enhance the reputation and visibility of UHD with robust marketing, current social media techniques, and intentional student recruitment efforts.

- ***Impactful Knowledge Creation***

Promote knowledge creation and dissemination to and from faculty, staff, students, and the wider community.

## **Overview of UHD's FY2024 Plan and Budget**

### ***UHD Progress Card***

In Fall 2022, UHD's student headcount declined by 5.8% from the Fall 2021 semester. Despite the enrollment decline, UHD continues to make progress with student success metrics.

#### ***Retention Rates***

The First Time in College (FTIC) and One Year Transfer Fall 2021 retention rates improved when compared to the prior fall semester. FTIC retention rate increased .63% from the prior year, and the Transfer retention rate increased 2.6% from the prior year.

#### ***Graduation Rates***

The six-year First Time in College (FTIC) graduation rate surpassed 30% at 30.88%, increasing by .63% when compared to the prior year and over 15% over the base year. The four-year transfer graduation rate increased by over 3% from the prior year and over 6% over the base year. In addition to progress made with these cohorts, the university awarded over three hundred more degrees than the previous year. The university has also made improvements in preparation of teachers for the greater Houston area, as shown by the rise in the pass rate on the teacher certification exam.

During the COVID-19 pandemic, the portion of coursework taught online increased to support students' ability to continue to safely pursue coursework. The

decrease in online hours taught shown in the Progress Card is deliberate as the university moved towards balanced offerings by increasing the number of on-campus face-to-face and hybrid classes as the campus is now fully open following the pandemic.

<b>Six-Year Graduation Rate of First-Time-in-College (FTIC), Full-Time Students</b>			
<b>Cohort Start Year</b>	<b>Cohort Grad Year</b>	<b># of Students in Cohort</b>	<b>Graduation Rate</b>
Fall 2012	2018	1,157	20.40%
Fall 2013	2019	1,007	28.50%
Fall 2014	2020	914	29.87%
Fall 2015	2021	790	30.25%
Fall 2016	2022	829	30.88%

<b>Four-Year Graduation Rate of Transfer, Full-Time, Degree-Seeking Transfer (60+hours)</b>			
<b>Cohort Start Year</b>	<b>Cohort Grad Year</b>	<b># of Students in Cohort</b>	<b>Graduation Rate</b>
Fall 2014	2018	728	65.14%
Fall 2015	2019	614	64.98%
Fall 2016	2020	602	68.27%
Fall 2017	2021	624	66.93%
Fall 2018	2022	664	70.33%

<b>One Year Retention Rate of First-Time-in-College (FTIC), Full-Time Students</b>		
<b>Cohort Year</b>	<b># of Students in Cohort</b>	<b>Retention Rate</b>
Fall 2017	856	71.38%
Fall 2018	973	73.28%
Fall 2019	1,234	67.34%
Fall 2020	975	64.10%
Fall 2021	1,137	65.08%

<b>One Year Retention Rate of Transfer, Full-Time Degree-Seeking Transfer (60+hours)</b>		
<b>Cohort Year</b>	<b># of Students in Cohort</b>	<b>Retention Rate</b>
Fall 2017	624	78.69%
Fall 2018	664	77.71%
Fall 2019	710	77.18%
Fall 2020	774	77.68%
Fall 2021	623	80.26%

### ***Fundraising and External Grants at UHD***

In FY2023, noteworthy progress made in fundraising and external grant activities has resulted in more than \$4.3 million in new commitments as of May 2023. This amount surpasses the FY2022 total of \$3.4 million with more than three months left in the fiscal year with a forecast of surpassing the FY2023 goal of \$5 million. More than forty new qualified funding prospects that include foundations, corporations, and individuals have been added to the fundraising prospect portfolio. These opportunities of engagement through councils, speaking events, and volunteerism keep our donors and prospects actively engaged and informed. FY2023 also saw the launch of a successful Inaugural Donor Scholarship Luncheon which served as a great stewardship touchpoint for donors and their scholars, and plans are underway for the Alumni and Friends Celebration Dinner in October of 2023. FY2023 proved to be a major transition year with seeds planted for the upcoming year as UHD celebrates 50 years of achievement providing strong opportunities for fundraising.

Federal pandemic funds were exhausted in FY2023, resulting in a total decline of general funding in FY2024. Research grants remain a small portion of UHD’s grant portfolio. However, an increase in submissions for external funding, has achieved a consistent influx of research funds from local, state, and federal sponsors to support student success and co-/extra-curricular programming. UHD currently has research funding from the National Institutes of Health, the National Science Foundation, the U.S. Department of Agriculture, Department of Commerce, Department of Justice, and the Department of Homeland Security. The number of research submissions in R01, R03 and R15 proposals, including consortium submissions with other universities, has increased. Research expenditures for FY2022 were approximately \$1.8 million, and FY2023 is currently \$1.3 million with expectations of increasing to close at a total of \$2 million by fiscal year end. UHD’s Office of Research and

Sponsored Programs is working to provide education and exposure to additional federal funding, as well as to collaborate with other institutions on research projects.

### ***FY2024 Funding Sources***

Prior to the start of the 88<sup>th</sup> regular Texas legislative session, leaders from the five Texas university systems proposed a higher education Affordability Plan requesting \$1 billion in additional funding in exchange for keeping undergraduate tuition and fees flat for two academic years. Ultimately, the legislators allocated \$700 million towards the state's general revenue formula fund, benefitting all public universities. This investment fully funds the Comprehensive Regional University (CRU), assists universities in covering the costs of the Hazlewood Legacy military veterans' exemptions, and increases state support for the Higher Education Group Insurance (HEGI). The adopted affordability plan specifically provides UHD with an additional \$1.8 million in recurring State funding for fiscal year 2024.

- State Funding Formula and CRU increases by \$887 thousand.
- HEGI funding increases by \$522 thousand.
- Hazlewood Legacy Exemption costs reimbursement of \$345 thousand.

In addition to the Affordability Plan's increase in State general revenue funds, favorable market conditions are forecasting a \$1.3 million increase in interest income revenue.

Like most public regional universities in the US, UHD continues to experience post-pandemic enrollment challenges. The Fall 2022 and Spring 2023 student credit hours were down 6% from the previous academic year. Recently implemented student success initiatives, which include strategic recruitment and retention efforts designed to have a significant impact on our enrollment are in progress. However, evidence of their impact is not immediate, and we must plan in consideration of current enrollment trends. As such, the FY2024 budget is based on a 3% enrollment decline for the Fall 2023 and 2024 semesters, resulting in a total gross tuition and fees revenue decrease of \$6.5 million. The Affordability Plan and interest income revenue gains are offset by the forecasted loss in tuition and fees revenue. UHD will continue to make every effort to fund critical strategic student success initiatives. UHD will use one-time fund balances and funding source reallocation to balance the FY2024 budget with the understanding that work is underway to restore enrollment to pre-pandemic levels.

Also, in FY2024 UHD will benefit from the redistribution of Stephen F. Austin University's HEF allocation as they will shift from an independent state institution to joining the UT System. UHD's HEF allocation will increase from \$10.8M to \$11.2M

### ***UHD FY2024 Budget Priorities***

UHD's FY2024 plan/budget addresses four priorities – Student Success, National Competitiveness, Infrastructure & Administration, and Community Advancement – all of which underpin student success.

One of the goals outlined in UHD's 2022-2027 Strategic Plan is "***Engaged Faculty and Staff.***" To increase faculty and staff engagement, UHD seeks to develop and implement a plan to reduce employee turnover, increase retention, foster employee engagement, and establish funding mandates in the budget planning process to produce competitive salaries for faculty and staff. The Faculty and Staff Compensation Task Force, composed of UHD faculty and staff members, was created to develop an equitable compensation plan. The task force submitted a compensation plan leadership for consideration, which called for the establishment of a 1.5% faculty and staff merit pool for salary increases as a priority item each budget development cycle. UHD is committed to attracting and retaining talented faculty and staff; as such, the FY2024 budget will include funding for a 2% merit salary pool for faculty and staff. UHD budgeted \$201K to fund faculty rank and tenure promotion salary increases and \$174K to fund Lecturer promotions to Senior Lecturers.

For FY2024, UHD must continue providing funds for unavoidable increases to general operation costs, such as shared central services, non-health insurance coverage, critical software licenses, and physical plant maintenance.

Regarding capital outlays, UHD will allocate \$11.2 million of HEF for FY2024, with the majority to be used towards technology upgrades, the library, physical plant, and debt service.

### ***The Planning and Budgeting Process***

Guided by the University of Houston System goals, the Progress Card, and the Strategic Plan, UHD's budget and planning process begins at the department level, where staff and faculty in all units identify and prioritize new initiatives. Unit plans are consolidated and presented to the University's Planning and Budget

Development Committee (PBDC), which after careful consideration makes recommendations to the President.

### ***Summary of Strategic Priorities***

The strategic priorities to be addressed in FY2024 are:

- Priority 1: Student Success.
- Priority 2: National Competitiveness.
- Priority 3: University Infrastructure and Administration; and
- Priority 4: Community Advancement.

The following section will provide context and the budget initiatives that align with UHD's strategic priorities.

### **Priority 1 - Student Success**

#### **Context**

UHD remains committed to student success as its overarching goal and guiding principle. For FY2024, UHD will continue to support student success initiatives from a combination of operating funds and fund balance/reserves. Operating dollars will continue supporting student service operations, such as those in the advising, financial aid, and student counseling offices. \$5.8 million in HEF funds will support library materials, technology for labs and classrooms, and campus expansion/campus development.

#### ***FY 2024 Budget Initiatives***

- ***Financial Aid (-\$778,199 Operating Funds) App A-C2***  
The institution's mandated designated tuition (MDT) set-aside and Texas Public Educational Grant (TPEG) budgets show a decline with the FY2024 budget based on an enrollment decrease.
- ***Federal and State Financial Aid (-\$2,208,129 Operating Funds) App A-C3***  
UHD's Texas Grant decreased by \$1.6M and Pell Grant allocation decreased by \$600K.

- ***Gifts & Endowments (\$162,976 Operating Funds) App A-C4***  
 Overall restricted gift and endowment budgets are increasing. A main contribution to the endowment increase of \$77K is the Marilyn Davies Endowment. Private gifts have a steady increase of \$27K due to an increased amount of donations to various UHD gifts.
- ***Student Recruitment, Retention and Success (-\$1,251,626 Operating Funds) App A-C5***  
 Budgets across the colleges supported by differential designated tuition and optional fees are experiencing a decrease for FY24 due to the projected enrollment declines.
- ***Enhanced Student Support Services (\$1,153,731 Operating Funds) App A-C6***  
 The increase in operating funds is due to the increased revenue collection by the Applied Business & Technology Center, allowing for the program's operating budget to be increased by \$300K and the addition of FTEs in the Student Assistance Program.
- ***Debt Service – Academic Infrastructure (\$2,560,125 HEF) App B-1***  
 In FY2024, \$2,560,125 will be spent on the debt service of the CRB for the Science & Technology (S&T) Building/Central Utility Plant project. In addition to providing a site for the S&T Building, the acquired property (and utility plant) is also the site of UHD's new Student Wellness and Success Center.
- ***Instructional Support (\$3,396,382 HEF) App B-2***  
 In response to student utilization trends, in the coming year, the library will spend over 90 percent of its HEF budget providing students access to digital databases and journal subscriptions. The remainder will cover the purchase of books, e-books, videos, and recordings. An additional \$600K will be utilized for office workstations, classroom presentation systems, and software for degree planning and smart scheduling to help students with their path to earning a degree. \$120K will be used to add faculty offices in the College of Public Service.
- ***Student Services Support (\$321,500 HEF) App B-3***  
 In FY2024, \$201K of HEF funds will be allocated for Year 2 of UHD's EAB software agreement. Approximately \$80K will be used for software related to counseling service, health records, and streamlining the scholarship process.

## Investment of FY 2024 Resources in Student Success Initiatives

		<u>Operating</u>	<u>Reallocation</u>		<u>HEF</u>		<u>Total</u>
Financial Aid Federal and State	\$	(778,199)					\$ (778,199)
Financial Aid	\$	(2,208,129)					\$ (2,208,129)
Gifts & Endowments	\$	162,976					\$ 162,976
Student Recruitment, Retention and Success Enhanced Student	\$	(1,251,626)					\$ (1,251,626)
Support Services Other	\$	1,153,731					\$ 1,153,731
Debt Service - Academic Infrastructure				\$	2,560,125	\$	2,560,125
Instructional Support				\$	3,396,382	\$	3,396,382
Student Services Support				\$	321,500	\$	321,500
<b>Total</b>	<b>\$</b>	<b>(2,921,247)</b>			<b>\$ 6,278,007</b>	<b>\$</b>	<b>3,356,760</b>

### Priority 2 - National Competitiveness

#### Context

A highly qualified faculty is vital for UHD to achieve its goals of improving student success rates and equipping graduates with 21<sup>st</sup> century skills. Faculty are the backbone of the UHD community “*dedicated to integrating teaching, service, and scholarly research to develop students’ talents and prepare them for success in a dynamic global society.*” A significant portion of UHD’s new operating funds will be used in FY2024 to support merit-based salary increases for faculty.

## **FY 2024 Budget Initiatives**

- *Faculty Recruitment, Retention, and Expansion (186,956 Operating Funds) App A-C8*

UHD funded various merit pool cost centers to support the faculty portion of a 2 percent pool for merit increases. UHD's continued efforts in providing competitive salaries to attract, retain and motivate qualified employees will enable the University to maintain a competitive position among peers whom we compete with for labor. Funds are also being provided to cover faculty salary increases attributable to promotion/tenure.

- *University Research Support & Infrastructure Investments (116,613 Operating Funds) App A-C9*

The overall budget for the Office of Research Programs increased by \$116K for FY24, specifically for Indirect Cost purposes.

- *Research-Other than Federal & State (\$172,774 Operating Funds) App A-C10*

The overall budget experienced an increase of \$70K in grants and an increase of \$103K in indirect cost support and from sources other than federal and state funds.

- *Federal & State Research Support (\$2,225,000 Operating Funds) App A-C11*

The overall budget for grants supported by federal and state funds increased by \$2.2M. The main contributions for this increase are new grants for UHD's Bilingual E-Library, Experimentium Inclusive by Design, and the Basic Needs initiative.

- *Facilities/Labs and Technology (\$850,000 HEF) App B-5*

HEF funds totaling \$650K will be used to purchase equipment for computer labs and classrooms for various departments at UHD. \$200K will be used to address the lack of sufficient and suitable lab space in CSET.

## Investment of FY 2024 Resources in National Competitiveness Initiatives

	<u>Operating</u>	<u>Reallocation</u>	<u>HEF</u>	<u>Total</u>
Faculty Recruitment, Retention and Expansion	\$ 186,956			\$ 186,956
University Research Support & Infrastructure Investments	\$ 116,613			\$ 116,613
Research-Other than Federal & State	\$ 172,774			\$ 172,744
Federal and State Research Support	\$ 2,225,000			\$ 2,225,000
Facilities/Labs and Technology			\$850,000	\$ 850,000
<b>Total</b>	<b>\$ 2,701,343</b>		<b>\$850,000</b>	<b>\$ 3,551,343</b>

### Priority 3 – University Infrastructure and Administration

#### Context

To maintain an environment conducive to student success, the University must invest in its infrastructure and be efficient in its administrative practices. These infrastructure and administrative investments are generally in the areas of personnel, automation, plant, technology, security, and general administration. As with any organization, UHD’s greatest asset is its people - faculty and staff. A significant portion of UHD’s funded initiatives for FY2024 will be used to fund merit-based salary increases for staff. As in the past, HEF funds will be provided to address planned maintenance needs and renovations as well as to maintain UHD’s technology environment.

#### FY 2024 Budget Initiatives

- *Tuition Revenue Bond Debt Service (\$3,100 Operating Funds) App A-C13*  
Debt service cost is increasing by \$3,100 for FY2024 and is primarily associated with the Shea Building parking garage.

- ***Insurance and Risk Mitigation (\$54,203 Operating Funds) App A-C14***  
UHD's non-health insurance premium costs increased.
- ***Recruit and Retain Highly Qualified Staff (\$916,248 Operating Funds) App A-C15***  
The increase is due to the planned 2% pool for merit increases, an investment to retain top quality staff.
- ***Operations and Administration Support (3,139,987 Operating Funds) App A-C16***  
The increase in operating funds consists of adjustments totaling \$193K to UHD's unallocated pools, \$1.5M in restructuring of business administrator positions to the Administration and Finance department, and \$620K shifting of unallocated FTEs to the Centralized Positions Pool. Also contributing to the increase is the \$414K to cover the increase of UHS Service Charge and \$88K for increases related to HEGI.
- ***Annual Deferred Maintenance & Life Safety (\$1,600,000 HEF) App B-7*** In FY2024 major expenditures will include capital renewal/capital improvement (CR/CI) life cycle replacements (\$1,600,000).
- ***Campus Security, IT and Infrastructure (Operating \$1,410,876) App A-C17; (\$2,427,027 HEF) App B-8***  
There are several contributing factors to the increase of \$1M in operating funds. As part of the plan to balance UHD's base budget, the existing plant maintenance budget will be increased by \$310K. A \$370K budget increase is related to the cost increases of HEGI. To continue supporting the upgrades/or replacement of technology on which the University depends for its instructional and administrative operations, UHD's budget was increased by \$250K along with \$110K for projected expenditures. The restructuring of positions to the Administration & Finance department netted out to the \$214K increase. To support general operations, \$158K of HEF will be allocated among the administrative units at UHD, the companion piece to a similar allocation provided to the academic units. These funds are allocated based on a model that looks at departmental FTE and budget, providing administrative units with modest amounts to address minor capital needs. In FY2024, UHD will also allocate \$1.4 million in HEF to upgrade servers and network infrastructure and to expand storage capacity. \$166K will be allocated to the Police Departments for a new vehicle and safety equipment. \$240K will be

used to support space programming and project management software, and video and photography equipment.

**Investment of FY 2024 Resources in University Infrastructure and Administration**

	<u>Operating</u>	<u>Reallocation</u>	<u>HEF</u>	<u>Total</u>
Tuition Revenue Bond Debt Service	\$ 3,100			\$ 3,100
Insurance and Risk Mitigation	\$ 54,203			\$ 54,203
Recruit/Retain Highly Qualified Staff	\$ 916,248			\$ 916,248
Operations and Administrative Support	\$ 3,139,987			\$ 3,139,987
Campus Security, IT and Infrastructure	\$ 1,410,876		\$ 2,427,027	\$ 3,837,903
Annual Deferred Maintenance & Life Safety			\$ 1,600,000	\$ 1,600,000
<b>Total</b>	<b>\$ 5,524,414</b>	<b>\$</b>	<b>\$ 4,027,027</b>	<b>\$ 9,551,441</b>

**Priority 4 - Community Advancement**

**Context**

UHD continues to build on its strength in Community Advancement, which has been recognized nationally with the Carnegie Foundation’s Community Engagement Classification. Students participate in both curricular and co-curricular community engagement activities on and off campus.

Community Development Project funds serve to assist the community-based efforts to revitalize two separate economically depressed north side neighborhoods – the predominately African American Acres Homes subdivision and the largely Hispanic area known as the Near Northside. The bulk of the funds directly support youth leadership and development programs, summer educational enrichment programs for at-risk children, supplemental nutrition, women’s empowerment, and other vital community needs. The Wonderworks program provides academic summer programs for high school students in the areas of architecture, filmmaking, and literature.

The Talent Search program is committed to advancing the number of youths from disadvantaged backgrounds who complete high school, enroll in college, persist, and attain a postsecondary degree or certificate. UHD has partnered with Aldine ISD for the past 35 years and has had tremendous support from the administration and superintendents. Educational Talent Search Advisors meet with students twice a month to discuss career development, academic support, scholarships, and personal development. Thanks to the Talent Search program, over 50% of participating students attain a degree or workforce certificate within the standard number of years.

**FY2024 Budget Initiatives**

- *Communication & Educational Public Service (\$277,377 Operating Funds) App A-C19*  
 The approximate \$277K increase in operating funds is associated with the Talent Search program grant budget.

**Investment of FY 2024 Resources in Community Advancement**

	<u>Operating</u>	<u>Reallocation</u>	<u>HEF</u>	<u>Total</u>
Communication & Educational Public Service	\$ 277,377		\$ 277,377	
<b>Total</b>	<b>\$ 277,377</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 277,377</b>

**Summary**

Overall, UHD is allocating a total of \$4 million in the FY2024 budget to support the success of the campus’s critical priorities. \$3.4 million of the initiatives will be dedicated to National Competitiveness. The annual \$11.1M HEF allocation is also utilized to help ensure the success of the campus’s critical priorities by dedicating \$6.3M to Student Success, \$850K to National Competitiveness, and \$4M to Infrastructure and Administration. The subsequent appendices provide details of the support for each of the priorities as well as a one-page summary of reallocations for the campus.

**University of Houston - Downtown**  
**Appendix A - Allocation of New FY 2024 Resources**

<u>Revenue Changes</u>	A
<b>State Appropriations</b>	
1 General Revenue	\$ 2,650,657
2 State Matching Benefits	881,918
3 Comprehensive Research Funds	106,871
4 Fund Balance	(1,198,632)
<b>5 Subtotal State Appropriations</b>	<b>2,440,814</b>
<b>Other State Funds</b>	
6 Fund Balance	978,000
<b>7 Subtotal Other State Funds</b>	<b>978,000</b>
<b>Tuition and Fees</b>	
8 Institutional Tuition and Fees	(6,809,336)
9 College Tuition and Fees	(1,000)
10 Student Service Fees	(283,645)
11 Recreation and Wellness Centers	(249,304)
12 University/Student Center Fee	(72,675)
13 Fund Balance	7,481,556
14 Other Student Fees	(23,000)
<b>15 Subtotal Tuition and Fees</b>	<b>42,596</b>
<b>Other Operating</b>	
16 Facility and Administrative Cost	234,428
17 Central Investment Earnings	1,360,000
18 Other Educational and General Operations	159,000
19 Auxiliary Operations	40,000
20 Parking Fees	100,000
21 Other Operating Income	(328)
22 Fund Balance	(327,463)
<b>23 Subtotal Other Operating</b>	<b>1,565,637</b>
<b>Contracts and Grants</b>	
24 Research	2,561,919
25 Financial Aid	(2,208,129)
<b>26 Subtotal Contracts and Grants</b>	<b>353,790</b>
<b>Endowment Income / Gifts</b>	
27 Gifts	291,500
28 Endowment Income	213,850
29 Fund Balance	(304,300)
<b>30 Subtotal Endowment Income / Gifts</b>	<b>201,050</b>
<b>31 Total Net Revenue</b>	<b>\$ 5,581,887</b>

<u>Reallocations</u>	B
1 Reallocations	\$ -

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success</b>	
2 Financial Aid	(778,199)
3 Federal and State Financial Aid	(2,208,129)
4 Gifts & Endowments	162,976
5 Student Recruitment, Retention and Success	(1,251,626)
6 Enhanced Student Support Services	1,153,731
<b>7 Subtotal Student Success</b>	<b>(2,921,247)</b>
<b>Priority 2. National Competitiveness</b>	
8 Faculty Recruitment, Retention and Expansion	186,956
9 University Research Support & Infrastructure Investments	116,613
10 Research-Other than Federal & State	172,774
11 Federal and State Research Support	2,225,000
<b>12 Subtotal National Competitiveness</b>	<b>2,701,343</b>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
13 Tuition Revenue Bond Debt Service	3,100
14 Insurance and Risk Mitigation	54,203
15 Recruit and Retain Highly Qualified Staff	916,248
16 Operations and Administration Support	3,139,987
17 Campus Security, IT and Infrastructure	1,410,876
<b>18 Subtotal University Infrastructure &amp; Administration</b>	<b>5,524,414</b>
<b>Priority 4. Community Advancement</b>	
19 Communication & Educational Public Service	277,377
<b>20 Subtotal Community Advancement</b>	<b>277,377</b>
<b>21 Total Priority/Initiative Allocations</b>	<b>\$ 5,581,887</b>

**University of Houston - Downtown**  
**Appendix B - Allocation of FY 2024 HEF**

<u>FY2024 Allocation</u>	
HEF	<u>\$ 11,155,034</u>

<u>Priority/Initiative Allocations</u>	<u>HEF</u>
<b>Priority 1. Student Success</b>	
1 Debt Service - Academic Infrastructure	\$ 2,560,125
2 Instructional Support	3,396,382
3 Student Services Support	321,500
4 <b>Subtotal - Student Success</b>	<u>6,278,007</u>
<b>Priority 2. National Competitiveness</b>	
5 Facilities/Labs and Technology	850,000
6 <b>Subtotal - National Competitiveness</b>	<u>850,000</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
7 Annual Deferred Maintenance & Life Safety	1,600,000
8 Campus Security, IT and Infrastructure	2,427,027
9 <b>Subtotal - University Infrastructure &amp; Administration</b>	<u>4,027,027</u>
10 <b>Total Priority/Initiative Allocations</b>	<u>\$ 11,155,034</u>

**University of Houston - Downtown**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

	<b>A</b>		<b>B</b>		<b>C</b>		<b>D</b>		<b>E</b>		<b>F</b>		<b>G</b>	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2022 Budget		Dollars	Percent	FY2023 Budget		Dollars	Percent	FY2024 Budget		Dollars	Percent	FY2024 Budget	
<b>Operating &amp; Restricted Budget</b>														
<b>Source of Funds</b>														
1 State Appropriations	\$ 33.6		\$ (0.1)	0%	\$ 33.5		\$ 2.6	8%	\$ 36.1					
2 HEF/NRUF	10.8		(1.9)	-17%	9.0		0.6	7%	9.6					
3 Tuition & Fees	109.1		3.3	3%	112.4		(7.4)	-7%	104.9					
4 Other Operating	15.3		(2.5)	-16%	12.8		8.9	70%	21.7					
5 Contracts & Grants	45.9		2.2	5%	48.1		0.7	1%	48.8					
6 Endowment Income/Gifts	3.2		(0.1)	-2%	3.1		0.2	6%	3.3					
<b>7 Total Sources</b>	<b>\$ 217.9</b>		<b>\$ 1.0</b>	<b>0.4%</b>	<b>\$ 218.8</b>		<b>\$ 5.6</b>	<b>2.6%</b>	<b>\$ 224.4</b>					
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$ 39.7		\$ 0.9	2%	\$ 40.6		\$ 1.1	3%	\$ 41.7					
9 Salaries and Wages - Staff	48.3		2.4	5%	50.7		0.7	1%	51.4					
10 Benefits	24.2		0.7	3%	24.9		1.3	5%	26.3					
11 M&O	37.1		(3.0)	-8%	34.2		3.6	11%	37.8					
12 Capital	3.7		0.5	15%	4.2		1.7	41%	6.0					
13 Scholarships	57.3		0.0	0%	57.3		(2.9)	-5%	54.4					
14 Debt Service	5.4		0.0	0%	5.4		(0.0)	0%	5.4					
15 Utilities	2.1		(0.6)	-28%	1.5		-	0%	1.5					
<b>16 Total Uses</b>	<b>\$ 217.9</b>		<b>\$ 1.0</b>	<b>0.4%</b>	<b>\$ 218.8</b>		<b>\$ 5.6</b>	<b>2.6%</b>	<b>\$ 224.4</b>					

**Capital Facilities Budget**

<b>Source of Funds</b>														
17 HEF	\$ 2.2		\$ (0.3)	-13%	\$ 1.9		\$ (0.3)	-15%	\$ 1.6					
18 Bonds	32.5		(32.5)	-100%	-		44.9	0.0%	44.9					
19 Gifts	-		-	0.0%	-		-	0.0%	-					
20 Other Debt Funded	-		6.0	0.0%	6.0		(6.0)	-100%	-					
21 Other	0.1		5.5	10727%	5.5		(5.0)	-90%	0.6					
<b>22 Total Sources</b>	<b>\$ 34.7</b>		<b>\$ (21.3)</b>	<b>-61.5%</b>	<b>\$ 13.4</b>		<b>\$ 33.7</b>	<b>252.3%</b>	<b>\$ 47.1</b>					
<b>Use of Funds by Object</b>														
23 Construction	\$ 32.5		\$ (21.3)	-65%	\$ 11.2		\$ 3.8	33%	\$ 15.0					
24 Major Rehabilitation	2.2		(0.1)	-4%	2.1		30.0	1410%	32.1					
25 Acquisitions	-		-	0.0%	-		-	0.0%	-					
<b>26 Total Uses</b>	<b>\$ 34.7</b>		<b>\$ (21.3)</b>	<b>-61.5%</b>	<b>\$ 13.4</b>		<b>\$ 33.7</b>	<b>252.3%</b>	<b>\$ 47.1</b>					

**Total Operating, Restricted and Capital Budget**

27	\$ 252.6		\$ (20.4)	-8.1%	\$ 232.2		\$ 39.3	16.9%	\$ 271.5					
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**University of Houston - Downtown  
Table 2 - Current Operating Funds**

Source of Funds	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 26,173,246	\$ 1,741,186	6.7%	\$ 27,914,432
Special Items	299,212	1	0.0%	299,213
State Benefits Appropriation	6,931,825	881,918	12.7%	7,813,743
Dedicated Appropriations	82,500			82,500
Subtotal State General Revenue Appropriations	33,486,783	2,623,105	7.8%	36,109,888
Tuition and Fees				
Consolidated Tuition & Fees	20,820,326	(1,054,099)	-5.1%	19,766,227
Subtotal Tuition and Fees	20,820,326	(1,054,099)	-5.1%	19,766,227
HEF	10,828,344	326,690	3.0%	11,155,034
Income on State Treasury Deposits	10,000	190,000	1900.0%	200,000
Hazlewood Compensation		344,826	0.0%	344,826
Fund Balance	1,375,632	(175,632)	-12.8%	1,200,000
Subtotal General Funds	66,521,085	2,254,890	3.4%	68,775,975
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	62,094,548	(4,023,841)	-6.5%	58,070,707
Designated Tuition - Differential	3,477,972	(691,902)	-19.9%	2,786,070
Library Fee	2,001,801	(121,532)	-6.1%	1,880,269
Technology Fee	5,227,873	(323,591)	-6.2%	4,904,282
Major/Department/Class Fees	8,785,227	(595,371)	-6.8%	8,189,856
Subtotal Tuition and Fees	81,587,421	(5,756,237)	-7.1%	75,831,184
Indirect Cost	262,985	226,178	86.0%	489,163
Investment Income on Non-Endowed Funds	655,000	1,170,000	178.6%	1,825,000
Endowment Income	359,376	36,942	10.3%	396,318
Contracts / Grants / Gifts	52,500	8,250	15.7%	60,750
Arte Publico/Opt Clinic/Self Supp Org	1,547,500	159,000	10.3%	1,706,500
Fund Balance	6,266,672	7,483,031	119.4%	13,749,703
Subtotal Designated Funds	90,731,454	3,327,164	3.7%	94,058,618
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	4,728,247	(283,645)	-6.0%	4,444,602
Recreation and Wellness Center	3,894,150	(249,304)	-6.4%	3,644,846
University Center Fees	1,149,792	(72,675)	-6.3%	1,077,117
Other Student Fees	195,000	(23,000)	-11.8%	172,000
Subtotal Student Fees	9,967,189	(628,624)	-6.3%	9,338,565
Sales & Service - Student Housing			0.0%	
Sales & Service - Parking	1,100,000	100,000	9.1%	1,200,000
Sales & Service - Athletics/Hotel/Other	1,069,660	39,672	3.7%	1,109,332
Fund Balance	487,693	(328,938)	-67.4%	158,755
Subtotal Auxiliary Funds	12,624,542	(817,890)	-6.5%	11,806,652
<b>Total Current Operating Funds</b>	169,877,081	4,764,164	2.8%	174,641,245
<b>Interfund Transfer</b>	(2,126,000)	(45,000)	2.1%	(2,171,000)
<b>Total Operations Sources</b>	167,751,081	4,719,164	2.8%	172,470,245
<b>Restricted</b>				
Contracts and Grants				
Research	3,077,638	2,561,919	83.2%	5,639,557
Financial Aid	45,012,701	(1,863,304)	-4.1%	43,149,397
Gifts	1,181,500	291,500	24.7%	1,473,000
Endowment Income	1,061,474	154,791	14.6%	1,216,265
Other Restricted	511,245	(304,300)	-59.5%	206,945
<b>Total Current Operating Funds</b>	50,844,558	840,606	1.7%	51,685,164
<b>Interfund Transfer</b>	248,500	22,117	8.9%	270,617
<b>Total Restricted Sources</b>	51,093,058	862,723	1.7%	51,955,781
<b>Total Sources</b>	\$ 218,844,139	\$ 5,581,887	2.6%	\$ 224,426,026
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 91,279,635	\$ 1,779,101	1.9%	\$ 93,058,736
Benefits	24,934,211	1,330,968	5.3%	26,265,179
M&O	34,184,307	3,563,592	10.4%	37,747,899
Capital	4,224,845	1,744,875	41.3%	5,969,720
Scholarships	57,300,454	(2,882,474)	-5.0%	54,417,980
Debt Service	5,426,675	45,825	0.8%	5,472,500
Utilities	1,494,012			1,494,012
<b>Total Uses</b>	\$ 218,844,139	\$ 5,581,887	2.6%	\$ 224,426,026

University of Houston - Downtown

Table 4 - Capital Projects

Project	Project Expenditures			Total Project	Funded From					
	FY2024	Future Year	Total Project		Revenue					
	to Date (1)	Budgets			Budget	HEF/Other State Funded	CCAP	Other Debt Funded	Gifts	Other
<b>New Construction</b>										
Girard Street Building	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -
<b>Subtotal New Construction</b>	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -
<b>Major Repair and Rehabilitation</b>										
Wellness and Success Center Capital Renewal	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Girard Street Garage Capital Renewal	-	51,000	-	51,000	51,000	-	-	-	-	-
CSET Lab Upgrades	-	200,000	-	200,000	200,000	-	-	-	-	-
Offices & Lounge	-	120,000	-	120,000	120,000	-	-	-	-	-
Student Life Center	-	650,000	-	650,000	-	650,000	-	-	-	-
One Main Building	-	29,272,833	-	29,272,833	-	29,272,833	-	-	-	-
<b>Projects Budgeted Annually</b>										
Capital Renewal/Capital Improvements	-	1,600,000	-	1,600,000	1,600,000	-	-	-	-	-
<b>Subtotal Major Repairs &amp; Rehabilitation</b>	\$ -	\$ 32,093,833	\$ -	\$ 32,093,833	\$ 2,171,000	\$ 29,922,833	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	\$ -	\$ 47,093,833	\$ -	\$ 47,093,833	\$ 2,171,000	\$ 44,922,833	\$ -	\$ -	\$ -	\$ -

(1) Project expenditures to date, estimated through August 31, 2023

**University of Houston - Downtown**  
**Table 7-A Allocation of Student Service Fees**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 4,758,247	\$ (283,645)	-6.0%	\$ 4,474,602
Remissions/Exemptions	(30,000)			(30,000)
Other Income	197,500	(24,500)	-12.4%	173,000
Budgeted Fund Balance	322,897	(322,897)	-100.0%	-
<b>Total Sources</b>	<b>\$ 5,248,644</b>	<b>\$ (631,042)</b>	<b>-12.0%</b>	<b>\$ 4,617,602</b>
<b>Allocations</b>				
Bayou Review	\$ 9,665	\$ -		\$ 9,665
Call Center	15,171			15,171
Campus Activities Board	27,600			27,600
Career Services	533,416	(1,375)	-0.3%	532,041
Center for Diversity and Inclusion	67,638	(2,103)	-3.1%	65,535
Clubs and Organizations	78,813	(17,733)	-22.5%	61,080
Conference and Events	280,486	(64,055)	-22.8%	216,431
Disability Services Software	18,000			18,000
Drama Production	46,025			46,025
Enrollment Management	789,519	(471)	-0.1%	789,048
eSports Center	-	51,624	0.0%	51,624
Financial Aid Office	1,447,566	(647,759)	-44.7%	799,807
First & Second Year Retention	123,810	50,909	41.1%	174,719
Food Market	29,067			29,067
Graduation/Diplomas	195,000	(23,000)	-11.8%	172,000
Homecoming	20,000			20,000
International Programs	33,163			33,163
Leadershape & Conferences	26,061			26,061
One Main Events	29,364			29,364
Orgsync	20,000			20,000
Registrar	273,515	4,206	1.5%	277,721
SA Program & Events	39,139			39,139
Software Consulting	7,425			7,425
Staff Salary Pool	61,793	(61,793)	-100.0%	-
Student Activities	401,969	9,747	2.4%	411,716
Student Affairs	310,002	5,551	1.8%	315,553
Staff Merit Pool	-	86,450	0.0%	86,450
Student Awards	3,300			3,300
Student Government Association	35,795			35,795
Student Newspaper	31,370	(500)	-1.6%	30,870
Title IX	13,000			13,000
UHD iRadio	10,000			10,000
Utilities/Other Overhead	132,122	(6,040)	-4.6%	126,082
Veterans Services Operations	123,150			123,150
Welcome Week	14,700	(14,700)	-100.0%	-
Locker Rental	1,000			1,000
<b>Total Allocations</b>	<b>\$ 5,248,644</b>	<b>\$ (631,042)</b>	<b>-12.0%</b>	<b>\$ 4,617,602</b>

**University of Houston - Downtown**  
**Table 7-B Allocation of University Center Fee**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 1,172,792	\$ (70,675)	-6.0%	\$ 1,102,117
Other Income	15,000	(15,000)	-100.0%	-
Remissions & Exemptions	(23,000)	(2,000)	8.7%	(25,000)
<b>Total Sources</b>	<b>\$ 1,164,792</b>	<b>\$ (87,675)</b>	<b>-7.5%</b>	<b>\$ 1,077,117</b>
<b>Allocations</b>				
Campus Information Center	\$ 134,216	\$ (7,706)	-5.7%	\$ 126,510
Enrollment Management	47,354	2,890	6.1%	50,244
O'Kane Gallery	140,291	2,187	1.6%	142,478
Student Affairs	149,244	3,221	2.2%	152,465
Student Health Services	415,837	(15,000)	-3.6%	400,837
Utilities/Other OH	102,964	(57,837)	-56.2%	45,127
Welcome Center	130,304	14,984	11.5%	145,288
eSports Center	39,872	(33,891)	-85.0%	5,981
Staff Salary Pool	4,710	(4,710)	-100.0%	-
Staff Merit Pool	-	8,187	0.0%	8,187
<b>Total Allocations</b>	<b>\$ 1,164,792</b>	<b>\$ (87,675)</b>	<b>-7.5%</b>	<b>\$ 1,077,117</b>

**University of Houston - Downtown**  
**Table 7-C Allocation of Recreation & Wellness Center Fee**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue (Recreation Fee)	\$ 3,977,150	\$ (242,304)	-6.1%	\$ 3,734,846
Remissions & Exemptions	(83,000)	(7,000)	8.4%	(90,000)
Among Funds (Utility Rebate)	(200,000)			(200,000)
Other Income	10,000	20,000	200.0%	30,000
Budgeted Fund Balance	-	87,755	0.0%	87,755
<b>Total Sources</b>	<b>\$ 3,704,150</b>	<b>\$ (141,549)</b>	<b>-3.8%</b>	<b>\$ 3,562,601</b>
<b>Allocations</b>				
Debt Srvc Wellness & Success Center	\$ 2,164,475	\$ (2,625)	-0.1%	\$ 2,161,850
Recreational Center	826,243	104,559	12.7%	930,802
Insurance Risk Management	108,000	(240)	-0.2%	107,760
Other Overhead-Wellness SCF	167,514	(53,453)	-31.9%	114,061
Utilities-Wellness SCF	44,000	54,198	123.2%	98,198
Student Assistance Program	317,918	(184,028)	-57.9%	133,890
Daxco	5,000	(5,000)	-100.0%	-
Club Sports Program	71,000	(71,000)	-100.0%	-
Staff Merit Pool	-	16,040	0.0%	16,040
<b>Total Allocations</b>	<b>\$ 3,704,150</b>	<b>\$ (141,549)</b>	<b>-3.8%</b>	<b>\$ 3,562,601</b>

Memo To: All UH-Downtown/PS Holders  
From: Loren J. Blanchard, President  
Subject: Faculty Teaching Workload

UH-Downtown/PS 10.A.04  
Issue No. 6  
Effective Date: 09/01/22  
Page 1 of 3

## 1. PURPOSE

This PS defines the restructured faculty workload policy for the University of Houston-Downtown. The teaching course load described recognizes the increased faculty time commitments in the areas of service and scholarship at the university.

## 2. DEFINITIONS

- 2.1 The term “year,” unless otherwise specified in this PS, means the 9-month academic year.
- 2.2 The term “one-to-one course” refers to a course in which a student receives direct research supervision by a faculty member such as in the case of Directed Studies, Special Projects, and Undergraduate Research Supervision.

## 3. POLICY/PROCEDURES

### 3.1 Scope

The policy defined in this PS applies only to full-time tenured or tenure-track faculty members and only to the part of the year included in the 9-month academic year that encompasses two long semesters.

### 3.2 Principles

This policy is intended to facilitate effective teaching, support professional development, encourage research, maintain academic quality, and provide appropriate response to enrollment growth. Department chairs will regularly monitor each faculty member’s teaching load to ensure its consistency with sound pedagogical practices, and the best interests of the students, the department, the college, and the university.

### 3.3 Policy

- 3.3.1 The standard course load for a faculty member during the combined long semesters is 21 semester credit hours (9/12 or 12/9) of classroom instruction or the equivalent. It is the responsibility of the department chair, in consultation with the faculty and the dean, to ensure academic programs have appropriate coverage. In addition, faculty are expected to maintain scheduled office hours, perform other course-related activities, be involved in shared governance

activity, provide service to the community within their areas of expertise, and engage in research and other creative activities.

- 3.3.2 The teaching load for department chairs is nine (9) semester hours or equivalent per year.
- 3.3.3 Graduate semester hours shall count as 1.5 undergraduate semester hours in determining teaching load.
- 3.3.4 Course load adjustments to balance “half-course” credits, as for graduate teaching, shall either be banked until a full credit is earned or may be paid out as an overload if the faculty member should request overload pay. To consider departmental needs, the timing of a workload adjustment should be approved by the department chair but credited within two calendar years from the time the full credit is earned.
- 3.3.5 The department chair is responsible for assigning and monitoring the workload of faculty within the department to insure individual compliance to the course load requirement. The department chair will insure that other academic duties are assigned equitably within the department. Course releases below the 12/9 or 9/12 semester credit hours per year require written approval by departmental chair and college dean prior to annual scheduling. The department chair must report all course loads to the college dean, who must report these to the Vice President for Academic Affairs.

#### 3.4 Adjustments and Exceptions to Policy

- 3.4.1 Adjustments and exceptions to this policy provide for other than the standard teaching workload in particular situations. Where adjustments and exceptions result in less than the standard teaching course load, such reduction shall be referred to as “reassigned time.” The following adjustments are current university-wide policy; however, other adjustments and exceptions may exist or be approved according to the bases indicated in the following sections.
- 3.4.2 The cumulative supervision of ten (10) undergraduate students enrolled in one-to-one courses shall count for 3 undergraduate course credits. The cumulative supervision of seven (7) graduate students enrolled in one-to-one courses shall count for 4.5 undergraduate course credits. This formula can be used in determining the faculty member’s course load or may be paid out as an overload if the faculty member prefers. Overload pay may be prorated on a per student basis for one-to-one courses. To be credited, all such one-to-one courses should follow the requirements of the Directed Studies Policy (03.A.17) including requirements for necessary approvals and documentation. Faculty and Department Chair will work together to ensure equitable distribution of one-to-one courses in order to maximize faculty-student contact.

3.4.3 Service as chair of thesis committees is credited with a graduate course release for four thesis committees chaired. Discontinuation of service as thesis committee chair while the thesis is in progress does not contribute to credited workload. Faculty who serve as thesis committee members, do so as part of their regular workload. The Department Chair or designee(s) responsible for thesis distribution will ensure equitable distributions of workload resulting from service on thesis committees.

#### **4. SEE SECTION 3 FOR PROCEDURES**

#### **5. EXHIBITS**

There are no exhibits associated with this policy.

#### **6. REVIEW PROCESS**

Responsible Party (Reviewer): President

Review: Biannually

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Signed original on file in Employment Services and Operations

#### **7. POLICY HISTORY**

Issue #3: 3/1/86

Issue #4: 1/1/07

Issue #5: 9/1/10

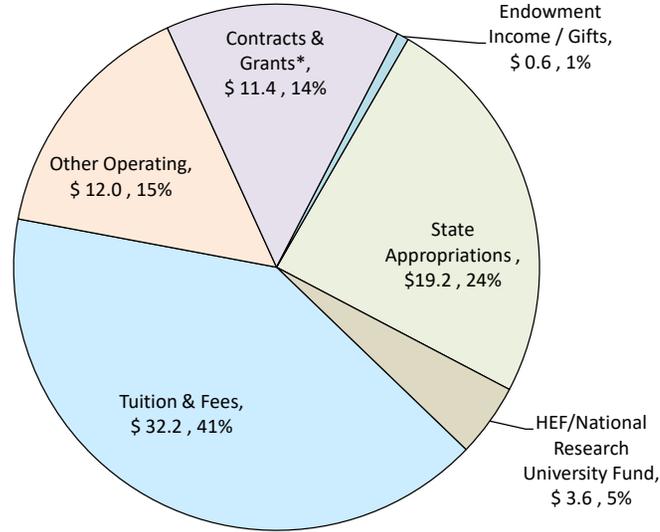
#### **8. REFERENCES**

There are no references associated with this policy.

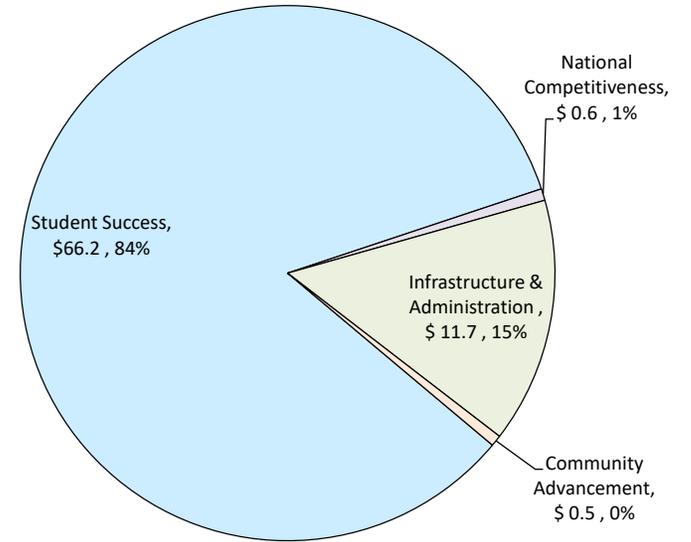
# University of Houston - Victoria Budget

## FY2023

### Operating Budget Source of Funds



### Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 79.0
Capital Facilities	17.9
<b>Total</b>	<b>\$ 96.9</b>

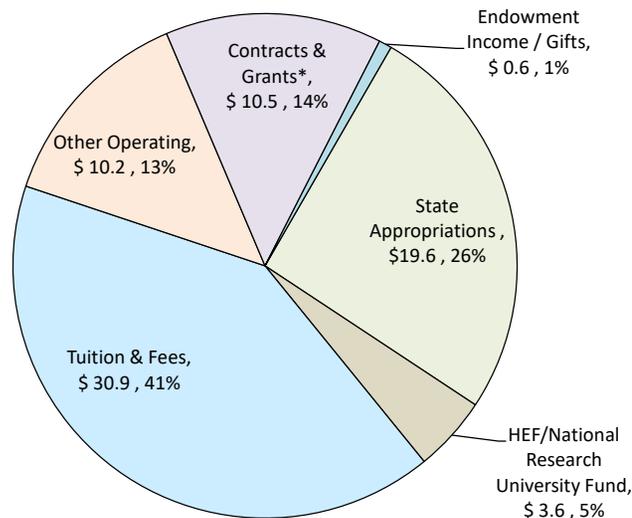
\* Includes Federal Financial Aid

Total \$79.0 Million

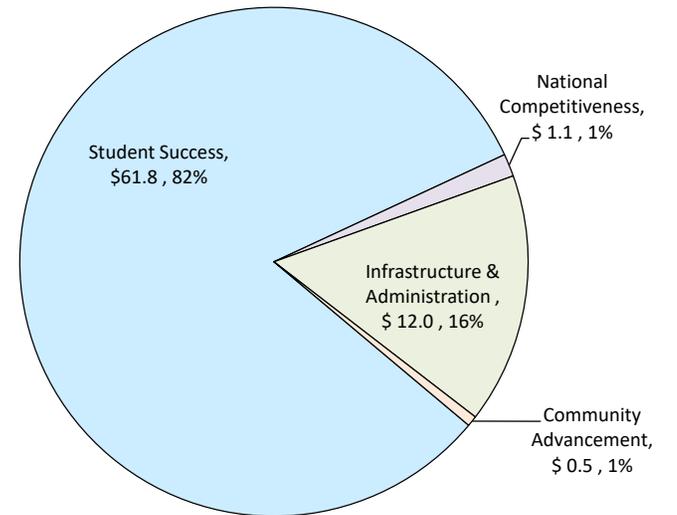
Total \$79.0 Million

## FY2024

### Operating Budget Source of Funds



### Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 75.4
Capital Facilities	23.2
<b>Total</b>	<b>\$ 98.6</b>

\* Includes Federal Financial Aid

Total \$75.4 Million

Total \$75.4 Million

**University of Houston - Victoria Operating Budget**  
**Revenues FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 State Appropriations	\$ 18.5	\$ 17.6	\$ 19.4	\$ 19.2	\$ 19.6
2 HEF/National Research University Fund	4.3	3.5	3.5	3.6	3.6
3 Tuition & Fees	32.7	34.9	32.4	32.2	30.9
4 Other Operating	4.2	3.2	3.2	12.0	10.2
5 Contracts & Grants*	17.0	18.4	16.0	11.4	10.5
6 Endowment Income / Gifts	0.9	0.9	1.8	0.6	0.6
7 Total	<u>\$ 77.6</u>	<u>\$ 78.5</u>	<u>\$ 76.3</u>	<u>\$ 79.0</u>	<u>\$ 75.4</u>

\* Includes Federal financial aid

**University of Houston - Victoria Operating Budget**  
**Expenditures FY2020 - FY2024**  
**\$ in Millions**

	A 2020 Actual	B 2021 Actual	C 2022 Actual	D 2023 Budgeted	E 2024 <b>Proposed</b>
1 Student Success	\$ 61.7	\$ 66.6	\$ 68.0	\$ 66.2	\$ 61.8
2 National Competitiveness	0.4	0.4	0.6	0.6	1.1
3 Infrastructure & Administration	10.1	9.5	11.0	11.7	12.0
4 Community Advancement	0.7	0.8	0.8	0.5	0.5
5 Total	<u>\$ 72.9</u>	<u>\$ 77.3</u>	<u>\$ 80.4</u>	<u>\$ 79.0</u>	<u>\$ 75.4</u>

**University of Houston-Victoria  
FY 2024 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY 2024 Total</b>	<b>FY 2023 Total</b>
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	9,856,133	-	80,000	9,936,133	-	-	-	-	-	-	9,936,133	10,684,923
3 Non-Tenure Track Faculty	962,992	-	-	962,992	-	-	-	-	-	-	962,992	1,154,459
4 Adjunct Faculty	881,516	-	-	881,516	-	-	-	-	-	-	881,516	667,611
5 Graduate Assistant	10,600	-	900	11,500	-	-	25,801	-	-	-	37,301	30,700
6 Exempt Staff	2,374,462	215,895	3,064,443	5,654,800	229,627	2,980,162	2,708,078	261,538	-	121,507	11,955,712	13,120,624
7 Non-Exempt Staff	285,631	-	804,680	1,090,311	72,149	1,077,160	508,520	443,350	-	224,691	3,416,181	4,031,503
8 Student Employees	-	-	135,677	135,677	-	46,849	38,387	-	-	-	220,913	557,680
9 Summer Instruction Salaries	1,016,615	-	-	1,016,615	-	-	-	-	-	-	1,016,615	1,016,615
10 Benefits	5,400,786	88,426	1,386,808	6,876,020	115,329	1,635,280	1,169,994	275,974	-	118,786	10,191,383	9,330,455
<b>11 Subtotal</b>	<b>20,788,735</b>	<b>304,321</b>	<b>5,472,508</b>	<b>26,565,564</b>	<b>417,105</b>	<b>5,739,451</b>	<b>4,450,780</b>	<b>980,862</b>	<b>-</b>	<b>464,984</b>	<b>38,618,746</b>	<b>40,594,570</b>
12 Capital	547,600	-	49,155	596,755	-	-	282,755	-	-	-	879,510	1,615,490
13 M&O	2,099,443	26,793	2,729,983	4,856,219	86,182	3,110,661	2,631,785	2,836,211	-	1,359,550	14,880,608	15,743,686
14 Travel & Business Expense	15,386	205	47,051	62,642	1,303	119,335	12,895	421	-	-	196,596	255,462
15 Debt Service	-	-	1,103,639	1,103,639	-	-	441,376	36,527	-	3,142,020	4,723,562	4,724,031
16 Utilities	-	-	-	-	-	-	-	331,545	-	406,414	737,959	1,297,432
17 Scholarship & Fellowship	278,393	751,541	49,205	1,079,139	-	13,500	-	-	14,264,062	-	15,356,701	14,725,479
<b>18 Subtotal</b>	<b>2,940,822</b>	<b>778,539</b>	<b>3,979,033</b>	<b>7,698,394</b>	<b>87,485</b>	<b>3,243,496</b>	<b>3,368,811</b>	<b>3,204,704</b>	<b>14,264,062</b>	<b>4,907,984</b>	<b>36,774,936</b>	<b>38,361,580</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 23,729,557</b>	<b>\$ 1,082,860</b>	<b>\$ 9,451,541</b>	<b>\$ 34,263,958</b>	<b>\$ 504,590</b>	<b>\$ 8,982,947</b>	<b>\$ 7,819,591</b>	<b>\$ 4,185,566</b>	<b>\$ 14,264,062</b>	<b>\$ 5,372,968</b>	<b>\$ 75,393,682</b>	<b>\$ 78,956,150</b>

08/23/2023

6.4

**University of Houston-Victoria**  
FY 2024 Annual Plan and Budget

## University of Houston-Victoria

### UHV Mission

The University of Houston-Victoria (UHV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. The University of Houston-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence.

### UHV Core Values

- Academic excellence accessible to a diverse community
- Continuous improvement and responsiveness to engaging issues
- Freedom of inquiry and expression of truth in a culture of mutual respect, cooperation, and teamwork
- The highest standards of ethics, integrity, and accountability

### UHV Goals

The University of Houston-Victoria (UHV) Long-Range Strategic Plan 2023-2028's guiding theme is **Growth**, encompassing numerical increases such as student head counts as well as intellectual and professional development from learning outcomes to research productivity. The guiding vision is **Leadership** as a premiere Hispanic-Serving Institution (HSI) that prepares its students to become leaders of the community, Texas, and the world.

UHV has five broad and comprehensible goals, each with specific objectives:

- *Continually enhance the quality of our student experience*
  - Annually assess and report the effectiveness of existing programs.
  - Annually assess regional needs for marketable and sustainable new programs.
- *Promote and expand access to education*
  - Annually increase undergraduate and graduate headcounts each by 5 percent and increase full-time equivalent (FTE) student by 4 percent overall.
  - Annually increase undergraduate and graduate retention and persistence each by 3 percent.
  - Annually assess regional needs for marketable non-degree programs.
- *Increase our community engagements*
  - Annually increase community engagements for diverse audiences.
  - Annually increase public events for diverse audiences on our campuses.

- *Promote a culture of institutional identification among stakeholders*
  - Annually increase attendance of stakeholders at in-person campus events.
  - Hold attrition of faculty and staff to no more than 10 percent per year.
  
- *Enhance leadership pathways and skillsets for all stakeholders*
  - Receive the Carnegie Leadership for Public Purpose Elective Classification by 2028.
  - Annually increase leadership events that meet Carnegie classification requirements.
  - Receive the Seal of Excelencia for Hispanic-Serving Institutions by 2028.
  - Support faculty so that 80 percent of all faculty annually demonstrate overall performance ratings at or above expectations.
  - Support staff so that 80 percent of all staff annually demonstrate overall performance ratings at or above expectations.

### **FY 2024 Budget - Context**

In a new Affordability Plan, the legislature allocated an increase in the base formula funding for universities across the state of Texas. The allocation is below the requested \$1 billion by the Texas university system chancellors. The legislation includes a condition that we not raise undergraduate tuition for two years. The Affordability Plan provided UHV with a minimal decrease in base State funding for fiscal years 2024 and 2025.

UHV will receive additional one-time general revenue funds to support a new UHV Aviation program of \$1,275,000 in fiscal year 2024, and \$1,805,000 in fiscal year 2025. Though UHV was unsuccessful in securing funding for UHV's special item request for the continued impact of COVID-19 during this legislative session, the Affordability Plan keeps the cost of education affordable for our students.

With three years (FY 2021-2023) of declining enrollments, flat tuition and fee rates will continue to yield less revenue than in prior fiscal years. In consideration of the anticipated revenue loss, UHV is budgeting tuition and fees revenue for the 2024 fiscal year with student credit hours equivalent to the Summer 2022, Fall 2023, and Spring 2024 semesters. The FY 2024 budget is planned to balance rising costs and decreasing revenues, and doing so with the needs of our students, faculty, and campus community in mind.

UHV’s overall budget revenue will decrease by \$3.56 million for FY 2024, the most significant factors being an increase for the UHV Aviation program, offset with decreases in base funded state support, institutional tuition and fee revenues, and availability of institution reserves.

▪ Increases in state support:	
○ UHV Aviation	\$1,275,000
○ Benefits costs	330,093
○ Comprehensive Regional University (CRU)	795,318
○ Comprehensive Research Fund (CRF)	9,365
○ Texas College Work Study	26,030
○ Hazlewood Exemption	263,345
○ Higher Education Fund (HEF)	<u>106,886</u>
	2,806,037
▪ Decreases in state support:	
○ Formula funding	(1,508,751)
○ Prior year federal pass-through CRU	(484,551)
○ Other General Revenue	<u>(80,711)</u>
	(2,074,013)
<b>Net increase in state support</b>	<b><u>\$ 732,024</u></b>
▪ Decrease in use of institutional reserves	
○ Board authorized tuition	(683,165)
○ Designated tuition and fees	(1,228,543)
○ Auxiliary	<u>(107,700)</u>
<b>Net decrease in use of reserves</b>	<b><u>(\$ 2,019,408)</u></b>
▪ <b>Decrease in institutional tuition and fee revenues</b>	<b>(696,262)</b>
▪ <b>Decreases in net other operating and income</b>	<b>(592,364)</b>
▪ <b>Decreases in Research and Financial Aid</b>	<b>(922,612)</b>
▪ <b>Increase in Endowment Income</b>	<b><u>43,040</u></b>
	<b><u>(\$3,562,468)</u></b>

## University Reductions/Reallocations

COVID-19 is continuing to impact UHV enrollments. Federal relief funds and reduced expenses helped with the initial financial impacts. Longer-term impacts such as rapid inflation, a competitive market drawing away our best employees, and lagging student enrollment will cause financial pressures on the university in the years to come. UHV received funding for campus expansion and has brought new buildings online for classrooms with tuition revenue bonds and residential housing with auxiliary debt in the past three years. With declines in student enrollments and corresponding decreases in tuition, fees, and auxiliary revenues, significant challenges are occurring for financial sustainability.

UHV put in place expense reduction measures in April 2020, and continues many of those measures into fiscal year 2024. Those measures include reviews for replacing vacant positions that must be approved by the university's Executive Committee, a reduction in department operational and travel funds, and Executive Committee approval for contractual obligations.

UHV uses one-time funding of budgetary items which are then reallocated the following fiscal year to fund university priorities as needed. UHV will also continue to make budget reductions and reduce/reallocate faculty and staff positions to conserve operational resources.

### Reductions/Reallocations:

▪ Early end date for contract that is not increasing enrollments as intended outside of the Victoria or Katy geographical area.	(\$2,003,995)
▪ Reductions of base budget for 6 faculty and 9 staff vacant positions	(871,941)
▪ Reductions in maintenance and operations (M&O)	(921,944)
▪ Reductions in utilities	(559,473)
▪ Redistribution of base salary costs that will be necessary for the implementation of the UHV Aviation program	(170,972)
▪ Reduction in Auxiliary Operations (Housing)	(1,015,454)
▪ Miscellaneous net reallocations	<u>68,778</u>
	<b><u>(\$5,475,001)</u></b>

### New initiatives and increases:

▪ New Aviation Academic Program	\$1,275,000
▪ Student success previously outsourced	292,000
▪ Faculty tenure promotions	48,000
▪ Staff reclassifications	40,279
▪ Increases for UH System shared services	135,064
▪ Insurance	<u>105,454</u>
	<b><u>\$1,912,533</u></b>
	<b><u>(\$3,562,468)</u></b>

## **UNIVERSITY OF HOUSTON SYSTEM GOALS**

The UH System's three goals of **student success**, **national competitiveness**, and **community advancement**, along with **investments in university infrastructure** are reflected in the following FY 2024 Goals by UHV as follows:

### **Student Success**

- Perform a comprehensive academic program assessment evaluating each current and developing program against community/regional needs in Victoria and in Katy.
- Implement and assess plan for the increase of undergraduate retention, persistence, and graduate rates for first-generation students.
- Enhance and nurture a culture of inclusion across the campus.

### **National Competitiveness**

- Transform the institution into a “Student First” culture through the embracement of HSI initiatives (Seal of Excelencia) and through comprehensive customer service training.
- Establish formalized leadership training for all current and aspiring academic and administrative leaders, campus wide.

### **Community Advancement**

- Increase the number of advisory board members to the colleges, academic centers, and administrative offices that involve community and regional partners from private individuals, industry, government, and academia.

### **Investments in University Infrastructure**

In the 85th legislative session, the Texas Legislature approved \$60 million in Construction Revenue Bonds for constructing various buildings at the UH-Victoria campus. Beginning FY 2020, UHV began an aggressive building mode in Victoria tied to downward expansion. Since this initiative started, we have now expanded our building gross square footage by 37%. With another 9.5% growth in gross square footage in the near future when the Health and Wellness Center comes online. An additional \$44.9 million in State Bond authority was approved by the 87<sup>th</sup> Legislature.

The comprehensive plan to implement renovations of campus facilities and infrastructure to fully and properly utilize the funds provided by SB 52 are as follows:

**Senate Bill 52, 87<sup>th</sup> Legislature UHV CCAP Bond Issuance \$44,922,833**  
Renovation of existing buildings and other campus infrastructure upgrades

Priority		Budgeted	Status
1	Ben Wilson St. Infrastructure Upgrades	8,499,510	Completion late 2023/early 2024
1	Health & Wellness Center	7,032,000	Construction beginning fall 2023
2	Deferred Maintenance - Center Bldg Roof	2,000,000	Substantially complete - punch list
2	Northwest Front Parking Lot	400,000	Completion late summer 2023
2	North 2nd & 3rd Floor Buildout**	9,200,000	Design started
3	Northwest 3 Story & Grocery Store Demo, CP Interest**	2,400,000	Design beginning July 2023
3	University Center - One Stop Shop**	3,000,000	Design beginning July 2023
4	West & Center Buildings - Remodel	4,033,000	2 - 3 years before start
4	Kay's Grove *	150,000	Complete
5	Totah/PCI Demo, Remodel, Parking Lot	1,650,000	Design complete - UHS Purchasing
6	Campus Technology Infrastructure Improvements	450,000	Design started
6	Campus Chiller Infrastructure Repairs	725,000	Commons near completion, North complete July
6	JCI Campus Update	140,000	Completion July 2023
6	Brownson Terrace East Fence	150,000	After Ben Wilson St. completion
6	Energy Efficiency Measures - Other	5,093,323	NA
Bond Total		<u>44,922,833</u>	

Committed

\* Adjust as needed based on amount of FEMA able to use

\*\* To be done concurrently - same contract

**FY 2024 INITIATIVES**

**STUDENT SUCCESS**

**UHV Aviation Academic Program (\$1,275,000 New Resources) App A-C5**

UHV will receive additional one-time general revenue funds to support a new UHV Aviation program of \$1,275,000 in fiscal year 2024, and \$1,805,000 in fiscal year 2025 provided by the 88<sup>th</sup> Legislature.

This program will offer a full four-year academic degree with a lab component that includes pilot training for commercial and private aircraft and will ultimately benefit the Victoria and Coastal Bend region. As a Hispanic-Serving Institution, UHV is in a unique position to offer this degree to its students utilizing financial aid for tuition and fees, thus making it affordable.

**Student Recruitment, Retention and Success** **(-\$3,713,905 Net Reductions)** *App A-C4*

New Resources:

- Staffing and expenses, previously outsourced in contract that UHV is exercising an early end date, are needed for focused development and oversight of online programs and operations. \$292,000 has been allocated towards this need. These resources will be focused on recruitment strategies for online programs, student support efforts for online students, maintenance of FastTrak offerings, including course carousels, course development, faculty development for those who teach online, and adherence to policies and requirements for online programs.
- Faculty tenure and promotion for six faculty members is awarded for FY 2024 for a total of \$48,000. UHV provides faculty and staff with professional development opportunities to maintain and enrich the quality of its programs and services. To fund these efforts, UHV combines local and endowment funds to support faculty research, conference participation, and teaching awards. In addition, the university provides a broad array of onsite and online training.
- Modest increases for job reclassifications for 15 staff with changed and/or increased responsibilities are included for FY 2024 at a total of \$40,279.

Reductions/Reallocations:

- Early end date for contract that is not increasing enrollments as intended outside of the Victoria or Katy geographical area.
- Reductions of base budget for 6 faculty and 9 staff vacant positions
- Reductions in maintenance and operations (M&O)
- Reductions in utilities
- Redistribution of base salary costs that will be necessary for the implementation of the UHV Aviation program
- Reduction in Auxiliary Operations (Housing)

***Due to financial constraints continuing post COVID-19, no pay plan or equity increases are included for FY 2024.***

**Financial Aid** **(\$631,222 Reallocation)** *App A-C2*

UHV is budgeting tuition and fees revenue for the 2024 fiscal year with student credit hours equivalent to the Summer 2022, Fall 2023, and Spring 2024 semesters. Financial Aid follows tuition and fees revenue and this reallocation increases Financial Aid to actual expenditures.

**Federal and State Financial Aid** **(\$-550,809) App A-C3**

UHV is budgeting tuition and fees revenue for the 2024 fiscal year with student credit hours equivalent to the Summer 2022, Fall 2023, and Spring 2024 semesters. Federal and State Financial Aid reflects UHV's declining enrollments.

**Debt Service – Academic Infrastructure** **(\$792,625 HEF) App B-1**

UHV South building houses UHV STEM departments.

**Debt Service – Other E&G Space Infrastructure** **(\$367,885 HEF) App B-2**

Other E&G Space in a former residential hall, Jaguar Court, to 100% E&G use for Police, Emergency Management, storage needs, and temporary office space during various renovation projects as needed.

**Instructional Support** **(\$502,077 HEF) App B-3**

Instructional support includes continued library subscriptions to research databases and journals, digital libraries, and academic software licenses. Continuing for FY 2024, in FY 2023 UHV redistributed funding sources in the Library to make available more operational funding while not reducing the overall funding of the Library.

**Student Services Support** **(\$161,912 HEF) App B-4**

Student Services support includes shuttle services vehicles for needed accessibility transportation, software licenses, and smaller equipment items including desktop computers.

<b>Student Success Investment of Resources in FY 2024 Initiatives</b>				
Initiative	New Resources	Reallocations / Reductions	HEF	Total
Financial Aid		631,222		631,222
Federal and State Financial Aid		(550,809)		(550,809)
Student Recruitment, Retention and Success	292,000	(4,005,905)		(3,713,905)
Other	1,275,000			1,275,000
Debt Service-Academic Infrastructure			792,625	792,625
Debt Service-Other E&G Space Infrastructure			367,885	367,885
Instructional Support			502,077	502,077
Student Services Support			161,912	161,912
<b>Total</b>	<b>1,567,000</b>	<b>(3,925,492)</b>	<b>1,824,499</b>	<b>(533,993)</b>

## NATIONAL COMPETITIVENESS

### **Research-Other than Federal & State (\$532,998 Reallocations) *App A-C7***

UHV is budgeting research expenditures for the 2024 fiscal year equivalent to fiscal year 2023 anticipated actuals.

### **Facilities Labs and Technology (\$251,500 HEF) *App B-6***

Funding in FY 2024 is allocated for software licenses and a facilities condition assessment to support management of the growth in square footage in recent years and efficient management of facilities.

<b>National Competitiveness Investment of Resources in FY 2024 Initiatives</b>				
Initiative	New Resources	Reallocations	HEF	Total
Research-Other than Federal & State		532,998		532,998
Facilities/Labs and Technology			251,500	251,500
<b>Total</b>		<b>532,998</b>	<b>251,500</b>	<b>784,498</b>

## UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

### **Insurance and Risk Mitigation** **(\$105,454 New Resources) App A-C9**

Mitigating risk to all constituents at the University is an important priority for the campus. With rising costs for insurance premiums additional funds have been earmarked for FY2024.

### **Operations and Administration** **(\$187,672 New Resources) App A-C10**

UHV is provided with various shared services that are allocated throughout the University of Houston System (UHS). These shared services include governance offices for the Board of Regents, Chancellor, and General Counsel along with systemwide costs for Academic Affairs, Student Affairs, Administration and Finance, Information Technology, Advancement, Marketing and Communications, Governmental Relations, and Auditing. In FY 2023 the amount allocated to UHV was \$1,877,921. The amount increased by \$135,064 for FY24.

### **Annual Deferred Maintenance & Life Safety** **(\$534,841 HEF) App B-8**

Plant capital expenditures in support of:

- Increased building access security
- General maintenance and mitigation of health and safety hazards
- Improved operating efficiency

### **Campus Security, IT and Infrastructure** **(\$1,038,863 HEF) App B-9**

Information Technology capital expenditures in support of:

- Capital expenditures in support of instructional technology usage, including faculty computer replacement cycle and classroom technology.
- Capital expenditures in support of institutional technology, including employee computer replacement cycle and Microsoft Campus Agreement.
- Campus communication distribution facilities (IDFs) updates per UH System guidelines and standards.

<b>University Infrastructure &amp; Administration Investment of Resources in FY 2024 Initiatives</b>				
Initiative	New Resources	Reductions / Reallocations	HEF	Total
Insurance and Risk Mitigation	105,454			105,454
Operations and Administration Support	135,064	52,608		187,672
Campus Security, IT and Infrastructure			1,038,863	1,038,863
Annual Deferred Maintenance & Life Security			534,841	534,841
<b>Total</b>	<b>240,518</b>	<b>52,608</b>	<b>1,573,704</b>	<b>1,866,830</b>

### COMMUNITY ADVANCEMENT

**Regional Collaboration/Partnership (-\$26,105 Reduction) *App A-C12***

UHV has made reductions of base budget for vacant positions.

<b>Community Advancement Investment of Resources in FY 2024 Initiatives</b>				
Initiative	New Resources	Reductions / Reallocations	HEF	Total
Regional Collaboration/Partnership		(26,105)		(26,105)
<b>Total</b>		<b>(26,105)</b>		<b>(26,105)</b>

**University of Houston - Victoria**  
**Appendix A - Allocation of New FY 2024 Resources**

<u>Revenue Changes</u>	A
<b>State Appropriations</b>	
1 General Revenue	\$ (989,320)
2 Special Items	1,275,000
3 State Matching Benefits	330,093
4 Comprehensive Research Funds	9,365
<b>5 Subtotal State Appropriations</b>	<u><b>625,138</b></u>
<b>Other State Funds</b>	
6 Fund Balance	(683,165)
<b>7 Subtotal Other State Funds</b>	<u><b>(683,165)</b></u>
<b>Tuition and Fees</b>	
8 Institutional Tuition and Fees	(181,545)
9 College Tuition and Fees	(222,765)
10 Student Service Fees	(39,256)
11 Recreation and Wellness Centers	(503)
12 University/Student Center Fee	(158,486)
13 Fund Balance	(1,228,543)
14 Other Student Fees	(93,707)
<b>15 Subtotal Tuition and Fees</b>	<u><b>(1,924,805)</b></u>
<b>Other Operating</b>	
16 Central Investment Earnings	97,178
17 Other Educational and General Operations	103,750
18 Residential Life and Housing & Meal Plan	(793,292)
19 Fund Balance	(107,700)
<b>20 Subtotal Other Operating</b>	<u><b>(700,064)</b></u>
<b>Contracts and Grants</b>	
21 Research	(371,803)
22 Financial Aid	(550,809)
<b>23 Subtotal Contracts and Grants</b>	<u><b>(922,612)</b></u>
<b>Endowment Income / Gifts</b>	
24 Endowment Income	43,040
<b>25 Subtotal Endowment Income / Gifts</b>	<u><b>43,040</b></u>
<b>26 Total Net Revenue</b>	<u><u><b>\$ (3,562,468)</b></u></u>

<u>Reallocations</u>	B
1 Reallocations	<u><u>\$ (2,003,995)</u></u>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success</b>	
2 Financial Aid	\$ 631,222
3 Federal and state Financial Aid	(550,809)
4 Student Recruitment, Retention and Success	(3,713,905)
5 Aviation Academic Center	1,275,000
<b>6 Subtotal Student Success</b>	<u><b>(2,358,492)</b></u>
<b>Priority 2. National Competitiveness</b>	
7 Research-Other than Federal & State	532,998
<b>8 Subtotal National Competitiveness</b>	<u><b>532,998</b></u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
9 Insurance and Risk Mitigation	105,454
10 Operations and Administration Support	187,672
<b>11 Subtotal University Infrastructure &amp; Administration</b>	<u><b>293,126</b></u>
<b>Priority 4. Community Advancement</b>	
12 Regional Collaboration/Partnership	(26,105)
<b>13 Subtotal - Community Advancement</b>	<u><b>(26,105)</b></u>
<b>14 Total Priority/Initiative Allocations</b>	<u><u><b>\$ (3,562,468)</b></u></u>

**University of Houston - Victoria**  
**Appendix B - Allocation of FY 2024 HEF**

<u>FY2024 Allocation</u>	
HEF	<u>\$ 3,649,703</u>

<u>Priority/Initiative Allocations</u>	<u>HEF</u>
<b>Priority 1. Student Success</b>	
1 Debt Service - Academic Infrastructure	\$ 792,625
2 Debt Service - Other E&G Space Infrastructure	367,885
3 Instructional Support	502,077
4 Student Services Support	161,912
5 <b>Subtotal - Student Success</b>	<u>1,824,499</u>
<b>Priority 2. National Competitiveness</b>	
6 Facilities/Labs and Technology	251,500
7 <b>Subtotal - National Competitiveness</b>	<u>251,500</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
8 Annual Deferred Maintenance & Life Safety	534,841
9 Campus Security, IT and Infrastructure	1,038,863
10 <b>Subtotal - University Infrastructure &amp; Administration</b>	<u>1,573,704</u>
11 <b>Total Priority/Initiative Allocations</b>	<u>\$ 3,649,703</u>

**University of Houston-Victoria**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

**Operating & Restricted Budget**

	<b>A</b>		<b>B</b>		<b>C</b>		<b>D</b>		<b>E</b>		<b>F</b>		<b>G</b>	
	<b>Historical</b>		-----Change-----				<b>Current</b>		-----Change-----				<b>New</b>	
	<b>FY2022</b>		<b>Dollars</b>	<b>Percent</b>	<b>FY2023</b>		<b>Dollars</b>	<b>Percent</b>	<b>FY2024</b>		<b>Dollars</b>	<b>Percent</b>	<b>FY2024</b>	
	<b>Budget</b>			<b>Budget</b>		<b>Budget</b>		<b>Budget</b>		<b>Budget</b>		<b>Budget</b>		
<b>Source of Funds</b>														
1 State Appropriations	\$	19.4	\$	(0.1)	-1%	\$	19.2	\$	0.3	2%	\$	19.6		
2 HEF/NRUF		3.5		-	0%		3.5		0.1	3%		3.6		
3 Tuition & Fees		31.3		0.9	3%		32.2		(1.3)	-4%		30.9		
4 Other Operating		13.6		(1.5)	-11%		12.0		(1.9)	-15%		10.2		
5 Contracts & Grants		12.4		(1.0)	-8%		11.4		(0.9)	-8%		10.5		
6 Endowment Income/Gifts		0.4		0.1	32%		0.6		0.1	10%		0.6		
<b>7 Total Sources</b>	<b>\$</b>	<b>80.5</b>	<b>\$</b>	<b>(1.6)</b>	<b>-2.0%</b>	<b>\$</b>	<b>79.0</b>	<b>\$</b>	<b>(3.6)</b>	<b>-4.5%</b>	<b>\$</b>	<b>75.4</b>		
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$	14.8	\$	(1.3)	-9%	\$	13.5	\$	(0.7)	-5%	\$	12.8		
9 Salaries and Wages - Staff		17.1		0.6	4%		17.7		(2.1)	-12%		15.6		
10 Benefits		9.7		(0.4)	-4%		9.3		0.9	9%		10.2		
11 M&O		14.4		1.6	11%		16.0		(0.9)	-6%		15.1		
12 Capital		1.5		0.1	5%		1.6		(0.7)	-46%		0.9		
13 Scholarships		16.7		(2.0)	-12%		14.7		0.6	4%		15.4		
14 Debt Service		4.8		(0.1)	-2%		4.7		(0.0)	0%		4.7		
15 Utilities		1.4		(0.1)	-10%		1.3		(0.6)	-43%		0.7		
<b>16 Total Uses</b>	<b>\$</b>	<b>80.5</b>	<b>\$</b>	<b>(1.6)</b>	<b>-2.0%</b>	<b>\$</b>	<b>79.0</b>	<b>\$</b>	<b>(3.6)</b>	<b>-4.5%</b>	<b>\$</b>	<b>75.4</b>		

**Capital Facilities Budget**

<b>Source of Funds</b>														
17 HEF	\$	-	\$	-	0.0%	\$	-	\$	-	0.0%	\$	-		
18 Bonds		11.2		(11.2)	-100%		-		18.3	0.0%		18.3		
19 Gifts		-		-	0.0%		-		2.0	0.0%		2.0		
20 Other Debt Funded		-		12.8	0.0%		12.8		(9.9)	-77%		2.9		
21 Other		-		5.1	0.0%		5.1		(5.1)	-100%		-		
<b>22 Total Sources</b>	<b>\$</b>	<b>11.2</b>	<b>\$</b>	<b>6.7</b>	<b>60.1%</b>	<b>\$</b>	<b>17.9</b>	<b>\$</b>	<b>5.3</b>	<b>29.8%</b>	<b>\$</b>	<b>23.2</b>		
<b>Use of Funds by Object</b>														
23 Construction	\$	8.5	\$	5.1	60%	\$	13.5	\$	6.7	50%	\$	20.3		
24 Major Rehabilitation		0.5		3.8	724%		4.4		(1.4)	-32%		3.0		
25 Acquisitions		2.2		(2.2)	-100%		-		-	0.0%		-		
<b>26 Total Uses</b>	<b>\$</b>	<b>11.2</b>	<b>\$</b>	<b>6.7</b>	<b>60.1%</b>	<b>\$</b>	<b>17.9</b>	<b>\$</b>	<b>5.3</b>	<b>29.8%</b>	<b>\$</b>	<b>23.2</b>		

**Total Operating, Restricted and Capital Budget**

27	\$	91.7	\$	5.1	5.6%	\$	96.8	\$	1.8	1.8%	\$	98.6	
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**University of Houston-Victoria**  
**Table 2 - Current Operating Funds**

Source of Funds	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 15,328,452	\$ (1,245,718)	-8.1%	\$ 14,082,734
Special Items	153,176	1,275,000	832.4%	1,428,176
State Benefits Appropriation	3,727,458	330,093	8.9%	4,057,551
Dedicated Appropriations	23,612	(23,612)	-100.0%	
Subtotal State General Revenue Appropriations	19,232,698	335,763	1.7%	19,568,461
Tuition and Fees				
Consolidated Tuition & Fees	6,396,808	(89,317)	-1.4%	6,307,491
Lab/other Student Fees	2,000			2,000
Subtotal Tuition and Fees	6,398,808	(89,317)	-1.4%	6,309,491
HEF	3,542,817	106,886	3.0%	3,649,703
Indirect Cost		26,030	0.0%	26,030
Income on State Treasury Deposits	15,022	9,168	61.0%	24,190
Hazlewood Compensation		263,345	0.0%	263,345
Fund Balance	934,551	(683,165)	-73.1%	251,386
Subtotal General Funds	30,123,896	(31,290)	-0.1%	30,092,606
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - Differential	15,384,231	(202,245)	-1.3%	15,181,986
Voluntary Fees	266,749	(117,381)	-44.0%	149,368
Library Fee	691,805	(49,764)	-7.2%	642,041
Technology Fee	4,220,009	(304,631)	-7.2%	3,915,378
Major/Department/Class Fees	783,860	(222,765)	-28.4%	561,095
Subtotal Tuition and Fees	21,346,654	(896,786)	-4.2%	20,449,868
Indirect Cost	19,834			19,834
Investment Income on Non-Endowed Funds	18,439	76,827	416.7%	95,266
Endowment Income	107,128	11,183	10.4%	118,311
Contracts / Grants / Gifts	4,700			4,700
Arte Publico/Opt Clinic/Self Supp Org	241,370	87,691	36.3%	329,061
Aux Admin Chg/Other	101,322	16,059	15.8%	117,381
Fund Balance	5,247,459	(1,335,429)	-25.4%	3,912,030
Subtotal Designated Funds	27,086,906	(2,040,455)	-7.5%	25,046,451
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	2,988,046	(39,256)	-1.3%	2,948,790
Recreation and Wellness Center	566,417	(503)	-0.1%	565,914
University Center Fees	669,105	(158,486)	-23.7%	510,619
Other Student Fees	212,907	(93,707)	-44.0%	119,200
Subtotal Student Fees	4,436,475	(291,952)	-6.6%	4,144,523
Sales & Service - Student Housing	5,114,905	(860,792)	-16.8%	4,254,113
Sales & Service - Parking	219,100			219,100
Sales & Service - Athletics/Hotel/Other	128,500	67,500	52.5%	196,000
Fund Balance	629,956	(107,700)	-17.1%	522,256
Subtotal Auxiliary Funds	10,528,936	(1,192,944)	-11.3%	9,335,992
<b>Total Current Operating Funds</b>	67,739,738	(3,264,689)	-4.8%	64,475,049
<b>Interfund Transfer</b>	(637,412)	581,793	-91.3%	(55,619)
<b>Total Operations Sources</b>	67,102,326	(2,682,896)	-4.0%	64,419,430
<b>Restricted</b>				
Contracts and Grants				
Research	1,450,942	(371,803)	-25.6%	1,079,139
Financial Aid	9,942,122	(550,809)	-5.5%	9,391,313
Endowment Income	460,760	43,040	9.3%	503,800
<b>Total Current Operating Funds</b>	11,853,824	(879,572)	-7.4%	10,974,252
<b>Total Restricted Sources</b>	11,853,824	(879,572)	-7.4%	10,974,252
<b>Total Sources</b>	\$ 78,956,150	\$ (3,562,468)	-4.5%	\$ 75,393,682
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 31,264,115	\$ (2,836,752)	-9.1%	\$ 28,427,363
Benefits	9,330,455	860,928	9.2%	10,191,383
M&O	15,999,148	(921,944)	-5.8%	15,077,204
Capital	1,615,490	(735,980)	-45.6%	879,510
Scholarships	14,725,479	631,222	4.3%	15,356,701
Debt Service	4,724,031	(469)	0.0%	4,723,562
Utilities	1,297,432	(559,473)	-43.1%	737,959
<b>Total Uses</b>	\$ 78,956,150	\$ (3,562,468)	-4.5%	\$ 75,393,682

University of Houston-Victoria

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project	-----Funded From-----				
	Project	FY2024	Future Year		Revenue				
	to Date (1)	Budget	Budgets		Budget	HEF/Other State Funded	CCAP	Other Debt Funded	Gifts
<b>New Construction</b>									
Health and Wellness Center	\$ 1,821,811	\$ 18,118,445	\$ 9,333,744	\$ 29,274,000	\$ -	\$ 13,173,300		\$ 2,000,000	\$ 14,100,700
Facilities Storage	77,675	1,122,325	-	1,200,000	-	1,200,000	-	-	-
Ben Wilson St.	8,169,851	1,023,002	-	9,192,853	-	9,192,853	-	-	-
<b>Subtotal New Construction</b>	<b>\$ 10,069,337</b>	<b>\$ 20,263,772</b>	<b>\$ 9,333,744</b>	<b>\$ 39,666,853</b>	<b>\$ -</b>	<b>\$ 23,566,153</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 14,100,700</b>
<b>Major Repair and Rehabilitation</b>									
University Center Roof	\$ 1,441,850	\$ 558,150	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
Northwest Demo, North and Center One Stop Buildout	2,158,797	-	12,441,203	14,600,000	-	14,600,000	-	-	-
Northwest Parking Lot	357,316	42,684	-	400,000	-	400,000	-	-	-
Kay's Grove	544,924	-	-	544,924	-	50,667	-	494,257	-
Total Demo- Parking Lot- Smith Hall Entrance	124,475	1,875,525	-	2,000,000	-	2,000,000	-	-	-
University Center/North Chiller	669,874	55,126	-	725,000	-	725,000	-	-	-
Campus HVAC-JCI Update	119,255	20,745	-	140,000	-	140,000	-	-	-
Campus Tech Infrastructure Improvements	50,928	399,072	-	450,000	-	450,000	-	-	-
<b>Projects Budgeted Annually</b>									
Campus Expansion	-	-	449,758	449,758	-	449,758	-	-	-
<b>Subtotal Major Repairs &amp; Rehabilitation</b>	<b>\$ 5,467,419</b>	<b>\$ 2,951,302</b>	<b>\$ 12,890,961</b>	<b>\$ 21,309,682</b>	<b>\$ -</b>	<b>\$ 20,815,425</b>	<b>\$ -</b>	<b>\$ 494,257</b>	<b>\$ -</b>
<b>Total</b>	<b>\$ 15,536,756</b>	<b>\$ 23,215,074</b>	<b>\$ 22,224,705</b>	<b>\$ 60,976,535</b>	<b>\$ -</b>	<b>\$ 44,381,578</b>	<b>\$ -</b>	<b>\$ 2,494,257</b>	<b>\$ 14,100,700</b>

(1) Project expenditures to date, estimated through August 31, 2023

**University of Houston-Victoria**  
**Table 7-A Allocation of Student Service Fees**

Sources	FY2023	-----Change-----		FY2024
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 3,169,255	\$ (126,085)	-4.0%	\$ 3,043,170
Remissions/Exemptions	(181,209)	86,829	-47.9%	(94,380)
Budgeted Fund Balance	342,156	(242,156)	-70.8%	100,000
<b>Total Sources</b>	<b>\$ 3,330,202</b>	<b>\$ (281,412)</b>	<b>-8.5%</b>	<b>\$ 3,048,790</b>
<b>Allocations</b>				
Financial Aid	\$ 987,746	\$ (70,666)	-7.2%	\$ 917,080
Student & Judicial Services	205,716	1,486	0.7%	207,202
Student Relations	24,320			24,320
Student Government	15,531			15,531
Registrar	269,244	63,506	23.6%	332,750
Publications	880			880
Student Organization	10,000			10,000
SS Fees Contingency	61,054	(32,655)	-53.5%	28,399
Student Life & Services	429,311	30,277	7.1%	459,588
Student Orientation	-	39,937	0.0%	39,937
Health Services	33,850			33,850
YMCA Student Memberships	45,000			45,000
Counseling Center	216,211	(720)	-0.3%	215,491
Student Service Support	382,828	(228,182)	-59.6%	154,646
Transcripts	5,544			5,544
Graduation & Diploma	7,920			7,920
Career Services	222,577	(66,610)	-29.9%	155,967
Jaguar Journey	6,265			6,265
Student Transportation	236,935			236,935
Athletics	82,203			82,203
Disability Student Services	87,067	(17,785)	-20.4%	69,282
<b>Total Allocations</b>	<b>\$ 3,330,202</b>	<b>\$ (281,412)</b>	<b>-8.5%</b>	<b>\$ 3,048,790</b>

**University of Houston-Victoria**  
**Table 7-B Allocation of University Center Fee**

<b>Sources</b>	<b>FY2023</b>	<b>-----Change-----</b>		<b>FY2024</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
Current Year Revenue	\$ 669,105	\$ (116,823)	-17.5%	\$ 552,282
Remissions & Exemptions	-	(41,663)	0.0%	(41,663)
Budgeted Fund Balance	281,000	141,256	50.3%	422,256
<b>Total Sources</b>	<b>\$ 950,105</b>	<b>\$ (17,230)</b>	<b>-1.8%</b>	<b>\$ 932,875</b>
<b>Allocations</b>				
Debt Service	\$ 950,105	\$ (17,230)	-1.8%	\$ 932,875
<b>Total Allocations</b>	<b>\$ 950,105</b>	<b>\$ (17,230)</b>	<b>-1.8%</b>	<b>\$ 932,875</b>

**University of Houston-Victoria**  
**Table 7-C Allocation of Recreation & Wellness Center Fee**

<b>Sources</b>	<b>FY2023</b>	-----Change-----		<b>FY2024</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
Current Year Revenue (Recreation Fee)	\$ 566,417	\$ 30,930	5.5%	\$ 597,347
Remissions & Exemptions	-	(31,433)	0.0%	(31,433)
<b>Total Sources</b>	<b>\$ 566,417</b>	<b>\$ (503)</b>	<b>-0.1%</b>	<b>\$ 565,914</b>
<b>Allocations</b>				
Maintenance and Operations	\$ 566,417	\$ (503)	-0.1%	\$ 565,914
<b>Total Allocations</b>	<b>\$ 566,417</b>	<b>\$ (503)</b>	<b>-0.1%</b>	<b>\$ 565,914</b>

## **UHV Faculty Workload AY2021-2022**

### **3.12 Workload and Compensation**

Expectations regarding teaching, research/scholarship, and service workloads are noted below. Refer to each academic school for specific workload standards.

#### **3.12.1 Teaching Workload Expectation**

The teaching workload expectation is 12 semester hours of course instruction or its equivalent. Schools are responsible for providing more specific guidance for meeting these expectations. This standard may be modified only with the dean's approval; however, each faculty member paid full time from the appropriations item "Faculty Salaries" shall report no less than nine hours of course instruction or its equivalent each semester.

In addition to course instruction, the teaching workload standard may include advising students, directing independent studies and theses, and developing curriculum.

One research scholarship workload expectation is defined as one (1) semester credit hour of assigned teaching or the reassigned equivalent. The normal teaching load for full-time faculty at UHV is 12 credit hours of organized classes that meet minimum enrollment standards.

The school shall maintain credit generation at the existing or expected level or above, based on expected teaching loads for each full-time faculty member.

##### **3.12.1.1 Minimum Course Enrollments**

Classes may be cancelled if they do not meet the State funding formula of ten undergraduate students or five graduate students. However, at UHV the class size expectation will be decided annually by the provost based on institutional necessity and financial considerations. Minimum class size will be communicated to the deans and shared with the faculty. The provost decides exceptions, based on a recommendation by the dean.

##### **3.12.1.2 Teaching Workload Expectation**

The teaching workload expectation for tenured and tenure-track faculty, as well as lecturers, senior lecturers, and clinical faculty, is 12 semester hours of course instruction or its equivalent (e.g., advising students, directing independent studies and theses, and developing curriculum). Tenured and tenure-track faculty who are meeting research expectations, though, will be released from one three-credit hour or three-contact hours course, and assigned a nine-hour semester load. Research expectations can vary by School, and even by discipline, and thus each School is responsible for providing more specific guidance regarding these expectations.