

**Fiscal Year 2009
Plan and Budget
August 5, 2008**

**Presented to the
Board of Regents
University of Houston System**

Chancellor Renu Khator

**University of Houston System
FY2009 Plan and Budget**

Contents

<u>Tab</u>		<u>Page</u>
1. Summary		
	Fund Groups Used in the Budget Presentation	1.1
	Table 1 - Summary	1.2
	Table 2 - Operations.....	1.3
	Table 3 - Restricted.....	1.4
	(Tables 4 is not applicable to the summary)	1.5
	Table 5 - Full Time Equivalent Positions	1.6
	Table 6 - Annual Semester Credit Hour Trends.....	1.7
	UH System Budget Summary	1.8
2. UH System Administration		
	UHSA Mission & Goals	2.1
	UHSA Priorities	2.2
	Appendix A – Investment of New Resources	2.5
	Appendix B – HEAF.....	2.6
	Table 1 - Summary.....	2.7
	Table 2 - Operations.....	2.8
	Table 3 - Restricted.....	2.9
	Table 4 - Capital Projects.....	2.10
	Table 5 - Full Time Equivalent Positions	2.11
	Note to Table 2.	2.12
	Note to Table 3	2.13
3. University of Houston		
	University Mission & Goals	3.1
	University Priorities	3.2
	Appendix A – Investment of New Resources	3.13
	Appendix B – HEAF	3.14
	Appendix C – Availability of Scholarship Funds	3.15
	Table 1 - Summary.....	3.16
	Table 2 - Operations.....	3.17
	Table 3 - Restricted.....	3.18
	Table 4 - Capital Projects.....	3.19
	Table 5 - Full Time Equivalent Positions	3.20
	Table 6 - Annual Semester Credit Hour Trends.....	3.21
	Table 7 - Allocation of Student Service Fees.....	3.22
	Note to Table 2	3.23
	Note to Table 3	3.24
	Faculty Workload Policy	3.25
4. UH-Clear Lake		
	University Mission.....	4.1
	University Goals	4.2
	University Planning Process	4.3
	University Priorities	4.4
	Appendix A - Investment of New Resources.....	4.13
	Appendix B – HEAF.....	4.14
	Appendix C – Availability of Scholarship Funds	4.15

Contents (continued)

Tab

Table 1 - Summary	4.16
Table 2 - Operations	4.17
Table 3 - Restricted	4.18
Table 4 - Capital Projects	4.19
Table 5 - Full Time Equivalent Positions	4.20
Table 6 - Annual Semester Credit Hour Trends	4.21
Table 7 - Allocation of Student Service Fees	4.22
Note to Table 2	4.23
Note to Table 3	4.24
Faculty Workload Policy	4.25

5. UH-Downtown

University Mission	5.1
University Priorities	5.3
Appendix A - Investment of New Resources	5.15
Appendix B - HEAF	5.16
Appendix C – Availability of Scholarship Fund	5.17
Table 1 - Summary	5.18
Table 2 - Operations	5.19
Table 3 - Restricted	5.20
Table 4 - Capital Projects	5.21
Table 5 - Full Time Equivalent Positions	5.22
Table 6 - Annual Semester Credit Hour Trends	5.23
Table 7 - Allocation of Student Service Fees	5.24
Note to Table 2	5.25
Note to Table 3	5.26
Faculty Workload Policy	5.27

6. UH-Victoria

University Mission	6.1
University Goals	6.2
University Priorities	6.3
Appendix A - Investment of New Resources	6.13
Appendix B - HEAF	6.14
Appendix C – Availability of Scholarship Funds	6.15
Table 1 - Summary	6.16
Table 2 - Operations	6.17
Table 3 - Restricted	6.18
Table 4 - Capital Projects	6.19
Table 5 - Full Time Equivalent Positions	6.20
Table 6 - Annual Semester Credit Hour Trends	6.21
Table 7 - Allocation of Student Service Fees	6.22
Note to Table 2	6.23
Note to Table 3	6.24
Faculty Workload Policy	6.25

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.

Table 3. Restricted

Restricted 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. In addition, the PeopleSoft administrative systems project is included within these funds at System Administration.

**University of Houston System Combined
Table 1 - Summary of Sources & Uses of Funds**

<u>Operating Budget</u>	FY2008 Budget	-----Change----- Dollars Percent		FY2009 Budget
Source of Funds				
Operations	\$ 801,559,610	\$ 32,778,277	4.1%	\$ 834,337,887
Restricted	165,479,396	20,811,446	12.6%	186,290,842
Total	<u>\$ 967,039,006</u>	<u>\$ 53,589,723</u>	<u>5.5%</u>	<u>\$ 1,020,628,729</u>
Use of Funds				
Operations	\$ 801,559,610	\$ 32,778,277	4.1%	\$ 834,337,887
Restricted	165,479,396	20,811,446	12.6%	186,290,842
Total	<u>\$ 967,039,006</u>	<u>\$ 53,589,723</u>	<u>5.5%</u>	<u>\$ 1,020,628,729</u>
<u>Capital Budget</u>				
Source of Funds	\$ 147,488,676	\$ 80,936,425	54.9%	\$ 228,425,101
Use of Funds	\$ 147,488,676	\$ 80,936,425	54.9%	\$ 228,425,101
<u>Total Operating Budget & Capital Budget</u>	<u>\$ 1,114,527,682</u>	<u>\$ 134,526,148</u>	<u>12.1%</u>	<u>\$ 1,249,053,830</u>

University of Houston System Combined

Table 2 - Operations

Source of Funds	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 187,273,352	\$ (103,417)	-0.1%	\$ 187,169,935
Special Items	20,405,981	(2,649,993)	-13.0%	17,755,988
Tuition Revenue Bonds	26,181,524	(97,866)	-0.4%	26,083,658
State Benefits Appropriation	41,641,233	1,687,349	4.1%	43,328,582
Dedicated Appropriations-TX Grant/College Work Study	16,452,442	748,962	4.6%	17,201,404
Subtotal State General Revenue Appropriations	291,954,532	(414,965)	-0.1%	291,539,567
Tuition and Fees				
Statutory & Graduate Premium	86,864,402	2,548,992	2.9%	89,413,394
Premium (Law, Pharmacy, Optometry)	8,722,659			8,722,659
Lab/other Student Fees	525,467	(55,723)	-10.6%	469,744
Subtotal Tuition and Fees	96,112,528	2,493,269	2.6%	98,605,797
HEAF	53,188,513			53,188,513
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	5,213,086	415,563	8.0%	5,628,649
Income on State Treasury Deposits	734,000	193,900	26.4%	927,900
Fund Balance	1,530,737	63,304	4.1%	1,594,041
Subtotal General Funds	449,972,305	2,751,071	0.6%	452,723,376
Designated				
Tuition and Fees				
Designated Tuition - General	124,613,754	16,162,362	13.0%	140,776,116
Designated Tuition - Differential	15,175,188	1,575,070	10.4%	16,750,258
Library Fee	8,638,277	866,005	10.0%	9,504,282
Technology Fee	16,025,003	1,990,799	12.4%	18,015,802
Major/Department/Class Fees	66,435,865	1,805,084	2.7%	68,240,949
Subtotal Tuition and Fees	230,888,087	22,399,320	9.7%	253,287,407
Indirect Cost	11,254,193	(1,304,957)	-11.6%	9,949,236
Investment Income on Non-Endowed Funds	7,492,000	4,237,600	56.6%	11,729,600
Endowment Income	9,029,464	278,095	3.1%	9,307,559
Contracts / Grants / Gifts	4,681,215	441,291	9.4%	5,122,506
Self Supporting Organizations/Others	21,464,033	2,036,979	9.5%	23,501,012
Fund Balance	1,626,957	1,325,378	81.5%	2,952,335
Subtotal Designated Funds	286,435,949	29,413,706	10.3%	315,849,655
Auxiliary Enterprises				
Student Fees				
Student Service Fee	20,322,096	790,377	3.9%	21,112,473
Recreation and Wellness Center	7,020,799	(197,746)	-2.8%	6,823,053
Other Student Fees	3,831,846	141,396	3.7%	3,973,242
Subtotal Student Fees	31,174,741	734,027	2.4%	31,908,768
Sales & Service - Student Housing	9,198,928	98,948	1.1%	9,297,876
Sales & Service - Parking	7,087,424	407,966	5.8%	7,495,390
Sales & Service - Athletics/Hotel/UC/Other	32,259,466	2,191,439	6.8%	34,450,905
Fund Balance	447,599	60,446	13.5%	508,045
Subtotal Auxiliary Funds	80,168,158	3,492,826	4.4%	83,660,984
Total Current Operating Funds	816,576,412	35,657,603	4.4%	852,234,015
Interfund transfer	(15,016,802)	(2,879,326)	19.2%	(17,896,128)
Total Sources	\$ 801,559,610	\$ 32,778,277	4.1%	\$ 834,337,887
Use of Funds by Object				
Salaries and Wages	\$ 400,198,251	\$ 24,851,023	6.2%	\$ 425,049,274
Benefits	91,314,129	7,443,263	8.2%	98,757,392
M&O	136,104,822	(6,296,560)	-4.6%	129,808,262
Capital	35,714,407	147,881	0.4%	35,862,288
Scholarships	55,240,854	4,635,743	8.4%	59,876,597
Debt Service	40,925,995	(208,769)	-0.5%	40,717,226
Utilities	25,820,669	(1,525,441)	-5.9%	24,295,228
Transfers	16,240,483	3,731,137	23.0%	19,971,620
Total Uses	\$ 801,559,610	\$ 32,778,277	4.1%	\$ 834,337,887

University of Houston System Combined
Table 3 - Restricted

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 74,075,200	\$ 7,745,940	10.5%	\$ 81,821,140
Financial Aid	44,088,923	6,169,116	14.0%	50,258,039
Gifts	17,753,523	3,666,907	20.7%	21,420,430
Endowment Income	14,490,401	1,383,205	9.5%	15,873,606
Other Restricted (encum, student fees, other E&G)	3,067,803	289,621	9.4%	3,357,424
KUHT/KUHF	14,942,670	1,617,990	10.8%	16,560,660
Total Current Operating Funds	168,418,520	20,872,779	12.4%	189,291,299
Interfund Transfer	(2,939,124)	(61,333)	2.1%	(3,000,457)
Total Sources	\$ 165,479,396	\$ 20,811,446	12.6%	\$ 186,290,842
Use of Funds by Object				
Salaries and Wages	\$ 45,329,068	\$ 2,402,787	5.3%	\$ 47,731,855
Benefits	5,495,980	347,860	6.3%	5,843,840
M&O	61,403,493	11,423,906	18.6%	72,827,399
Capital	3,972,448	809,490	20.4%	4,781,938
Scholarships	49,278,407	5,827,403	11.8%	55,105,810
Total Uses	\$ 165,479,396	\$ 20,811,446	12.6%	\$ 186,290,842

**University of Houston System Combined
Table 4**

Note: Table 4 is not a part of the system-wide summary

University of Houston System Combined
Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2008 Budget	-----Change-----		FY2009 Budget
		FTE	Percent	
Faculty	1,718	28	2%	1,746
Part-time Faculty	1,125	8	1%	1,133
Professional Staff	2,658	85	3%	2,743
Classified Staff	1,806	1	0%	1,807
Temporary Staff	991	(3)	0%	988
Total	8,298	119	1%	8,417

University of Houston System Combined
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2005 Actuals	FY2006 Actuals	FY2007 Actuals	FY2008 Budget	FY2009 Budget	FY09 vs FY08 \$ Change
Semester Credit Hours						
Lower Division	529,652	517,675	502,379	518,925	524,689	5,764
Upper Division	507,681	548,393	554,561	543,528	553,498	9,970
Masters	162,297	147,256	151,121	145,576	158,814	13,238
Doctoral	23,904	22,711	21,136	22,510	22,000	(510)
Special Professional	62,416	61,294	60,909	60,685	61,000	315
Total	1,285,950	1,297,329	1,290,106	1,291,224	1,320,001	28,777
Semester Credit Hours-On/Off Campus						
On Campus	1,138,789	1,134,424	1,090,665	1,122,429	1,124,403	1,974
Off Campus	147,161	162,905	199,441	168,795	195,598	26,803
Total	1,285,950	1,297,329	1,290,106	1,291,224	1,320,001	28,777
Fall Headcount	56,791	56,410	56,141	56,467	57,539	1,072
Student FTE	41,683	41,628	41,619	41,518	42,416	898

UH System Budget Summary Combined

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Operations				
University of Houston	\$ 575,471,948	\$ 20,055,090	3.5%	\$ 595,527,038
UH-Clear Lake	82,052,686	2,473,784	3.0%	84,526,470
UH-Downtown	94,437,936	6,037,499	6.4%	100,475,435
UH-Victoria	36,551,448	3,584,416	9.8%	40,135,864
UH System Administration	13,045,592	627,488	4.8%	13,673,080
Total System-wide	<u>\$ 801,559,610</u>	<u>\$ 32,778,278</u>	<u>4.1%</u>	<u>\$ 834,337,887</u>
Restricted				
University of Houston	\$ 135,322,998	\$ 20,047,529	14.8%	\$ 155,370,527
UH-Clear Lake	6,037,756	1,385,898	23.0%	7,423,654
UH-Downtown	20,833,553	(713,960)	-3.4%	20,119,593
UH-Victoria	3,052,274	135,906	4.5%	3,188,180
UH System Administration	232,815	(43,927)	-18.9%	188,888
Total System-wide	<u>\$ 165,479,396</u>	<u>\$ 20,811,446</u>	<u>12.6%</u>	<u>\$ 186,290,842</u>
Capital				
University of Houston	\$ 103,719,484	\$ 90,520,771	87.3%	\$ 194,240,255
UH-Clear Lake	2,932,831	242,722	8.3%	3,175,553
UH-Downtown	3,400,000	(198,068)	-5.8%	3,201,932
UH-Victoria	31,269,000	(9,629,000)	-30.8%	21,640,000
UH System Administration	6,167,361			6,167,361
Total System-wide	<u>\$ 147,488,676</u>	<u>\$ 80,936,424</u>	<u>54.9%</u>	<u>\$ 228,425,101</u>
Total				
University of Houston	\$ 814,514,430	\$ 130,623,390	16.0%	\$ 945,137,820
UH-Clear Lake	91,023,273	4,102,404	4.5%	95,125,677
UH-Downtown	118,671,489	5,125,471	4.3%	123,796,960
UH-Victoria	70,872,722	(5,908,678)	-8.3%	64,964,044
UH System Administration	19,445,768	583,561	3.0%	20,029,329
Total System-wide	<u>\$ 1,114,527,682</u>	<u>\$ 134,526,148</u>	<u>12.1%</u>	<u>\$ 1,249,053,830</u>

UHSA Mission and Goals

Mission

The mission of the UH System Administration is to support the four UH System universities in educating students, creating new knowledge, and fostering an interactive mission with their communities. In addition, it provides the UH System Board of Regents with information, advice, and administrative mechanisms so that they may set policy and fulfill their fiduciary responsibility to the people of Texas.

Goals

1. **National Competitiveness**

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

2. **Student Success**

The UH System will commit to providing access to the people of the Greater Houston Region and the state. Each university within the system will make student success its top priority and will hold itself publicly accountable for achieving this goal.

3. **Community Advancement**

The UH System will be the engine of social and economic advancement of the metropolitan region and the state. Each university within the system will engage with its community and will hold itself accountable for contributing toward community advancement.

UHSA FY 2009 Plan

Overview

As the global economy becomes increasingly driven by the creation of new knowledge and technological innovation, success for the Houston metropolitan area depends increasingly on the existence of a highly-skilled, professional workforce and cutting-edge research and development. As the region's largest provider of comprehensive (baccalaureate to doctorate) higher education services, the University of Houston System must play a primary role in meeting these needs. In short, we must expand access to our universities to all qualified students; we must ensure their success by the completion of a degree; we must deliver programs that correspond to workforce needs; we must conduct research that is relevant to industry and society; and we must do it all with limited resources and in a way that demonstrates accountability to our students and the people of Texas.

The UH System has made significant progress in fulfilling this mandate. Over the past five years, enrollment system-wide has increased from 54,907 to 56,762 (3.4%) and the number of degrees awarded has increased from 9,536 to 11,735 (23.1%). In addition, last year research awards system-wide were \$95.9 million. Among universities nationwide, the UH System remains a model of diversity and a reflection of the city it serves. In fall 2007, the UH System student body was 15.8% African-American, 15.3% Asian, 22.5% Hispanic, and 38.3% white.

In May of this year, at the conclusion of Chancellor/President Khator's first 100 days, a planning retreat was held with the UH System Board of Regents to discuss the future direction of the UHS universities. An important result of this retreat was the establishment three UH System goals: national competitiveness, student success, and community advancement. There was also agreement that the universities will have to work more cooperatively and strategically in the future if they are to achieve these goals. In FY 2009, the UH System Administration, working with campus leadership, will carefully examine how UHS operations should be structured if the new UH System goals are to be met. Doing so will constitute one of two major initiatives that the UH System Administration will undertake in FY09. The other will be representing the UH System's interests during the 81st Texas Legislature.

FY 2009 Initiatives

- *UH System Strategic Initiatives*

In FY 2009, the UH System Administration, working with campus leadership, will examine how UHS operations should be structured if the new UH System goals are to be met. Issues to be addressed include the distinctiveness of university missions and programs, how to work together in complementary rather than competitive ways, creating pathways for students into and among the UHS universities, and creating opportunities for collaboration among faculty at different universities. Moving forward on these issues will enable the UH System to better serve students and achieve higher levels of excellence.

- *81st Texas Legislature*

Strong support from the Texas Legislature is critical if the UH System universities are to achieve their goals of excellence. When the 81st Texas Legislature opens in January 2009, increasing support for higher education and the UH System will be our highest priority.

Currently, the Comptroller is forecasting a \$10.7 billion budget surplus. Commitments to the Rainy Day Fund and property tax relief, however, as well as the extraordinary needs of public schools and health services, will undoubtedly make it challenging to secure more resources for higher education. We must, therefore, make the case for our universities more compellingly than we have in the past.

- *Federal Agendas for FY09 and FY10*
 During FY09 the UH System will develop and pursue its federal agenda for FY10, which will include funding requests for major research programs and policy positions on issues related to higher education. The UH System will also complete work on its FY09 federal agenda, for which our Congressional delegation has included \$5.6 million in appropriations bills for UH research programs. A final outcome will likely not be known until bills are passed after the November election.
- *Off-Campus Initiatives (\$674,499 New Resources, \$524,181 HEAF)*
 Through the off-campus centers at Sugar Land and Cinco Ranch, the UH System is able to meet the higher education needs of two rapidly growing parts of the Houston metropolitan area. In FY09, new resources and HEAF will be used to fund community advancement activities, operations support for the new Sugar Land building, and capital needs at both locations. These investments support the UH System priority of “Student Access and Success.”
- *UHSA Administrative Support (\$252,040 New Resources, \$2,850,000 HEAF)*
 New resources will be used to cover salary increases of 3.0% based on merit for UH System Administration employees, as well as address operations needs in UHSA offices. HEAF resources will be used to support the system-wide PeopleSoft project. These investments support the UH System priority of “University Infrastructure and Administration.”

Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Off-Campus Initiatives	\$674,499	\$524,181	\$1,198,680
UHSA Administrative Support	252,040	2,850,000	3,102,040
Total	\$926,539	\$3,374,181	\$4,300,720

University of Houston System Administration

Appendix A - Allocation of New FY 2009 Resources

<u>Revenue Changes</u>		<u>Allocation</u>	
General Revenue		Priority 1. Student Access and Success	
Appropriations Bill	\$ 3,088	Off Campus Initiatives	\$ 674,499
Service Charges		Priority 3. University Infrastructure & Administration	
System	\$ 144,681	UHSA Administrative Support	\$ 252,040
Cinco, Sugar Land	437,916		
	<u>\$ 582,597</u>	Total New Investments	<u>\$ 926,539</u>
Endowment Income	\$ 176,150		
Campus Transfers	\$ 338,080		
Fund Balance	\$ (173,376)		
Total New Funds for Allocation	<u>\$ 926,539</u>		

University of Houston-System Administration

Appendix B - Allocation of FY 2009 HEAF

<u>FY09 Allocation</u>	
Transfers from components	
HEAF	<u>\$ 3,374,181</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Collaborative Academic Initiatives	
UH System Centers at Sugar Land & Cinco Ranch	\$ 524,181
Priority 3. Administrative Effectiveness	
Information Systems Upgrades	\$ 2,850,000
Total New Investments	<u>\$ 3,374,181</u>

University of Houston-System Administration

Table 1 - Summary of Sources & Uses of Funds

<u>Operating Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
Operations	\$ 13,045,592	\$ 627,488	4.8%	\$ 13,673,080
Restricted	232,815	(43,927)	-18.9%	188,888
Total	\$ 13,278,407	\$ 583,561	4.4%	\$ 13,861,968
Use of Funds				
Operations	\$ 13,045,592	\$ 627,488	4.8%	\$ 13,673,080
Restricted	232,815	(43,927)	-18.9%	188,888
Total	\$ 13,278,407	\$ 583,561	4.4%	\$ 13,861,968
Capital Budget				
Source of Funds	\$ 6,167,361			\$ 6,167,361
Use of Funds	\$ 6,167,361			\$ 6,167,361
Total Operating Budget & Capital Budget	\$ 19,445,768	\$ 583,561	3.0%	\$ 20,029,329

University of Houston-System Administration

Table 2 - Operations

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 1,761,563	\$ 3,088	0.2%	\$ 1,764,651
Special Items	840,617			840,617
State Benefits Appropriation	1,313,000	(483,000)	-36.8%	830,000
Subtotal State General Revenue Appropriations	3,915,180	(479,912)	-12.3%	3,435,268
Service Charge		460,880		460,880
Subtotal General Funds	3,915,180	(19,032)	-0.5%	3,896,148
Designated				
Investment Income on Non-Endowed Funds	984,000	13,200	1.3%	997,200
Endowment Income	1,862,819	162,950	8.7%	2,025,769
Service Charge	6,358,251	589,797	9.3%	6,948,048
Fund Balance	(74,658)	(119,427)	160.0%	(194,085)
Subtotal Designated Funds	9,130,412	646,520	7.1%	9,776,932
Total Current Operating Funds	13,045,592	627,488	4.8%	13,673,080
Total Sources	\$ 13,045,592	\$ 627,488	4.8%	\$ 13,673,080
Use of Funds by Object				
Salaries and Wages	\$ 6,371,379	\$ 884,968	13.9%	\$ 7,256,347
Benefits	1,531,818	(449,123)	-29.3%	1,082,695
M&O	2,509,697	(270,473)	-10.8%	2,239,224
Capital	245,596	(18,665)	-7.6%	226,931
Transfers	2,387,102	480,781	20.1%	2,867,883
Total Uses	\$ 13,045,592	\$ 627,488	4.8%	\$ 13,673,080

University of Houston-System Administration
Table 3 - Restricted

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Gifts	\$ 50,000			\$ 50,000
Endowment Income	82,815	6,073	7.3%	88,888
Other Restricted	100,000	(50,000)	-50.0%	50,000
Total Current Operating Funds	232,815	(43,927)	-18.9%	188,888
Total Sources	<u>\$ 232,815</u>	<u>\$ (43,927)</u>	<u>-18.9%</u>	<u>\$ 188,888</u>
Use of Funds by Object				
M&O	232,815	(43,927)	-18.9%	188,888
Total Uses	<u>\$ 232,815</u>	<u>\$ (43,927)</u>	<u>-18.9%</u>	<u>\$ 188,888</u>

University of Houston - System Administration

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date	FY2009 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
Information System Projects								
PeopleSoft Project	\$ -	\$ 6,167,361	\$ -	\$ 6,167,361	\$ 2,850,000	\$ -	\$ -	\$ 3,317,361
Total	\$ -	\$ 6,167,361	\$ -	\$ 6,167,361	\$ 2,850,000	\$ -	\$ -	\$ 3,317,361

University of Houston-System Administration
Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2008 Budget	-----Change-----		FY2009 Budget
		FTE	Percent	
Professional Staff	58	-		58
Classified Staff	13	1	7.7%	14
Total	71	1	1.4%	72

University of Houston-System Administration
Note to Table 2: Operations Expenditures By Organization

NOTE 1

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Regents	\$ 212,954	\$ 15,000	7.0%	\$ 227,954
Chancellor	1,271,634	197,681	15.5%	1,469,315
Academic Affairs	1,333,447	259,908	19.5%	1,593,355
Student Affairs	208,906	4,357	2.1%	213,263
Research	237,950	38,832	16.3%	276,782
Administration and Finance	1,895,473	56,347	3.0%	1,951,820
University Advancement	381,280	11,138	2.9%	392,418
Government Relations	757,263	11,463	1.5%	768,726
General Counsel	1,058,576	77,091	7.3%	1,135,667
Auditing	877,237	21,890	2.5%	899,127
Staff Benefits	1,443,000	(513,000)	-35.6%	930,000
Subtotal Operations	9,677,720	180,707	1.9%	9,858,427
NASA Programs	840,617			840,617
Other Uses				-
Transfer to UH for Charter School	106,153			106,153
Service charge Transfer to Victoria	2,421,102	446,781	18.5%	2,867,883
Total Uses	\$ 13,045,592	\$ 627,488	4.8%	\$ 13,673,080

University of Houston-System Administration
Note to Table 3: Operations Expenditures By Organization

NOTE 2

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Use of Funds by Organization				
Academic Affairs	\$ 113,519	\$ 4,659	4.1%	\$ 118,178
Administration and Finance	100,000	(50,000)	-50.0%	50,000
University Advancement	19,296	1,414	7.3%	20,710
Subtotal Operations	232,815	(43,927)	-18.9%	188,888
Total Uses	\$ 232,815	\$ (43,927)	-18.9%	\$ 188,888

University of Houston Mission and Goals

UH Mission

The mission of the University of Houston is to discover and disseminate knowledge through the education of a diverse population of traditional and non-traditional students, and through research, artistic and scholarly endeavors, as it becomes the nation's premier public university in an urban setting. In this role, the University of Houston applies its expertise to the challenges facing the local, state, national, and international communities, and it establishes and nurtures relationships with community organizations, government agencies, public schools, and the private sector to enhance the educational, economic, and cultural vitality of Houston and Texas.

UH Goals

- *National Competitiveness*
UH will become a nationally competitive public research university as measured by the Top American Public Research University analysis and/or Carnegie Foundation for the Advancement of Teaching.
- *Student Success*
UH will have a student profile consistent with a nationally competitive public research university by creating an environment in which student success can be ensured.
- *Community Advancement*
UH will commit to fulfilling regional and state workforce needs while becoming the primary engine of social, economic, and intellectual development.
- *Athletic Competitiveness*
UH will provide a comprehensive educational experience to its students and within this context, it will seek to build the strongest athletic program possible.
- *Local and National Recognition*
UH will be known for its accomplishments locally and nationally.
- *Competitive Resources*
UH will build a resource base that enables it to accomplish its mission and realize its vision.

University Priorities

Overview

In May and June of this year, at the conclusion of Chancellor/President Khator’s first 100 days, planning retreats were held with the UH System Board of Regents and executive leadership to discuss the future direction of the UHS universities. An important result of these sessions was the establishment of six new goals for the University of Houston – national competitiveness, student success, community advancement, athletic competitiveness, local and national recognition, and competitive resources – which seek to elevate UH to a place among the nation’s finest research universities in the next five years.

Pursuit of these goals builds upon a decade of progress at the University of Houston. In the late 1990s, recognizing the expanded need for higher education in the city and state, UH established a goal of becoming the state’s third public tier-one research university. Since that time considerable progress has been made. In FY 1998, sponsored research awards at UH totaled \$45.5 million. By the end of last year they had risen to a record \$86.1 million. At the same time UH has worked hard to improve the quality of undergraduate education (another component of becoming a top-tier university), as evidenced through increases in the six-year graduation rate of first-time freshmen and baccalaureate degrees awarded. Over the past 10 years, UH’s graduation rate has increased from 36.6% to 42.7%, and the number of baccalaureate degrees awarded has increased from 3,586 to 4,810 (34.1%).

The FY09 Plan and Budget seeks to expand upon these accomplishments next year within the framework of the new UH goals. In total, the University of Houston will invest \$19.3 million next year in new resources (almost exclusively from tuition and fee increases) and \$35.3 million in HEAF in the following ways:

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Success	\$13,185,546	\$7,610,832	\$20,796,378
National Competitiveness	2,297,109	9,500,000	11,797,109
University Infrastructure and Administration	3,776,558	18,165,308	21,941,866
Total	\$19,259,213	\$35,276,140	\$54,535,353

Finally, the University of Houston will implement new initiatives next year that contribute to the goal of community advancement. These endeavors are described in the plan as well, although they will not require the investment of new resources or HEAF.

Priority 1. Student Success

Context

Improving student success is key to achieving the University of Houston's goal of becoming a tier-one university. As indicated in the overview of this plan (on page 3), UH has made significant progress in the area of undergraduate education, as demonstrated by increases in the six-year graduation rate of first-time-in-college freshmen and the number of baccalaureate degrees awarded. Progress has also been made at the doctoral level. Over the past five years, doctoral enrollment has increased from 1,372 to 1,473 (7.4%), and the number of doctoral degrees awarded has increased from 207 to 248 (19.8%). High doctoral enrollment and degrees awarded are important indicators of tier-one performance.

Improvements in student success at UH have been facilitated by the university's annual commitment to investing in new initiatives that support student enrollment, persistence and graduation. FY 2008 has been no exception. During the current fiscal year, the University of Houston has taken several specific steps to support student success at the undergraduate level: (1) five new academic advisors have been added to the 12 that were hired last year; (2) scholarships for transfer students have been increased; (3) orientation has been made mandatory for all incoming freshmen; (4) eight new positions have been created in Admissions, the Registrar's Office, and the Welcome Center to strengthen our enrollment services operations; and (5) an online degree audit tool, through which students and advisors can evaluate a student's academic record in relation to degree completion, has been developed and will be available in the fall.

In addition, the following steps have been taken to support student success at the graduate level: (1) new financial packages have been created for doctoral students; (2) funding for the Graduate Assistant Tuition Fellowship program has been increased to cover tuition increases; and (3) construction of Calhoun Lofts, which will increase the number of beds for graduate students by 1,000, is underway.

Finally, there is evidence that the many steps the university has taken over the past several years to impress upon students the importance of staying in school and graduating on time are working. For the fall 2006 semester, the percentage of semester credit hours students completed was 86%. One year later, in fall 2007, the percentage of SCH completed had risen to 94%.

FY 2009 Budget Initiatives

- *Financial Aid (\$2,946,072 New Resources)*

Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. This will take the form of scholarships and loans that we set aside as a result of increases in designated tuition, transfer scholarships for high-achieving students from community colleges (the university's largest source of new students), and expansion of financial packages for graduate students.

- *Student Enrollment, Persistence, and Learning (\$2,049,758 New Resources)*

In FY09, the University of Houston will continue its multi-year effort – both centrally and in the colleges – to improve the enrollment, persistence and learning of undergraduate students. Centrally, the university will invest \$1,149,758 to expand enrollment services operations. Among other investments, this will include hiring new leadership in Enrollment Services, as well as hiring five transfer advisors that will be embedded in regional community colleges to assist students in transferring to UH. In addition, the university will allocate \$900,000 to the colleges for student recruiters, academic advisors, learning assessment professionals and operations support.

- Retention and Expansion of Faculty (\$5,507,900 New Resources)*

Rewarding current faculty members with merit-based salary increases and hiring new faculty are imperative to enhancing instructional quality and student success. In FY09, the university will invest \$3,992,270 to increase faculty salaries by an average of 3.0 percent. In addition, \$1,515,630 million will be invested in the creation of new faculty lines in programs of demonstrated excellence and high enrollment demand.
- Discovery-Based Learning Initiative (\$400,000 New Resources)*

For its Quality Enhancement Plan (a requirement of UH's reaccreditation by the Southern Association of Colleges and Schools), the university will launch its Discovery-Based Learning Initiative next year. The mission of the new program is to improve student learning by providing students with research-related skills training and expanding undergraduate research opportunities. These activities will lead to improved competencies in several areas of student learning, including critical thinking, information literacy, research ethics, and communication skills.
- Construction and Renovation of Academic Buildings (\$2,100,000 HEAF)*

The Bauer College of Business and the Hilton College of Hotel and Restaurant Management are signature programs for the University of Houston. In FY09, HEAF funds will be used as a match for private gifts to construct a new building for the Bauer College and renovate facilities in HRM.
- University Libraries (\$528,387 New Resources, \$5,510,832 HEAF)*

In order to attract, retain and support high quality faculty and students, the University of Houston must remain committed to maintaining the quality of our library facilities and collections (both print and electronic resources). In FY09, a combination of new resources and HEAF will be used to maintain collections at both the M.D. Anderson and John O'Quinn Libraries. HEAF resources will also be used to cover the debt service on the new addition to the M.D. Anderson Library.
- Academic Technology Enhancements (\$1,000,000 New Resources)*

In FY09, the University of Houston will invest \$1,000,000 to support academic technology needs on campus. Half will be used to enhance WebCT, the interface through which faculty deliver courses online and provide web-based instructional resources to students. The other half will be allocated to the colleges to address their needs, including staff, operations support, and infrastructure.
- Campus Life Initiatives (\$753,429 New Resources)*

Increasing the number of students living on campus and enhancing the quality of campus life are important goals for UH. In FY09, the university will improve the quality of dormitories, food services, and parking on campus, as well as enhance student services programs, including new interpreters for the hearing impaired, book transcriptions for the blind, and support for the UH Debate and Forensics Society.

Priority 1. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Financial Aid	\$2,946,072		\$2,946,072
Student Enrollment, Persistence and Learning	2,049,758		2,049,758
Retention and Expansion of Faculty	5,507,900		5,507,900
Discovery-Based Learning Initiative	400,000		400,000
Construction and Renovation of Academic Buildings		\$2,100,000	2,100,000
University Libraries	528,387	5,510,832	6,039,219
Academic Technology Enhancements	1,000,000		1,000,000
Campus Life Initiatives	753,429		753,429
Total	\$13,185,546	\$7,610,832	\$20,796,378

Priority 2. National Competitiveness

Context

The University of Houston's goal of achieving national competitiveness and becoming the state's third public tier-one university will occur only if the institution increases external research funding and enhances its academic programs to a level commensurate with the nation's leading public research universities. In FY07, total research awards at the University of Houston reached a record high of \$86.1 million. In recent years, however, certain external factors have emerged (greatly reduced proposal acceptance rates, skyrocketing lab start-up costs) that will require us to be more strategic in our future research investments if we are to achieve UH's research goal of \$150 million annually in the next five years.

To move forward successfully in this environment, we must select carefully the areas of research in which to invest. Last year the university examined its programs and developed a research map that identifies institutional areas of strength that align with external funding opportunities. These areas include energy, the biomedical sciences and engineering, materials, arts and human enrichment, community advancement, and intelligent/complex systems. Given their importance to Houston's economy, energy and the biomedical sciences and engineering constitute the university's greatest opportunity for success.

In addition, we must recruit senior faculty members – nationally renowned scholars in their fields – who will bring to the University of Houston “clusters” of excellent junior faculty, graduate students, and significant amounts of existing research funding. On behalf of these clusters we will build core research facilities to be shared among multiple faculty members and graduate students. The traditional approach of hiring individual faculty members and providing them with their own start-up packages will continue where appropriate (e.g., the arts and humanities, social sciences, professional programs), but in the sciences and engineering, cluster hiring will be the focus in the coming years.

Beyond research, the plan for national competitiveness next year will focus on enhancing the university's professional programs. Recently, the UH Law Center and the Bauer College of Business have seen their national rankings rise. Recognition of this sort enables the university to better compete for top students and faculty, which furthers its tier-one goals.

FY 2009 Budget Initiatives

- *Faculty Cluster Hires and Start-Up (\$652,000 New Resources, \$3,500,000 HEAF)*
In FY09, \$652,000 in new FY09 resources will be added to \$630,000 in existing FY08 resources to build a \$1.3 million pool for faculty cluster hires in the sciences and engineering (with particular focus in the health sciences and energy). In addition to these salary dollars, the university will have \$3,500,000 in HEAF – as well as other existing one-time funds from reallocation – available for faculty start-up. Therefore, the university will have a significant war chest for research cluster hires in FY09. The appropriate deans will be charged with identifying and recruiting these faculty clusters, with the requirement that they be led by renowned scholars who will bring significant federal research funding to the university.
- *SERCC Build-Out (\$6,000,000 HEAF)*
The Science and Engineering Research Building is available space on campus that is ideal for the development of research clusters and core facilities. In FY09, the University of Houston will continue the multi-year project to complete the build-out of this space, which will also help us attract top scientists and graduate students.

- *Professional Program Enhancements (\$1,645,109 New Resources)*

In FY09, the University of Houston will invest \$1,645,109 in several professional programs with an eye toward enhancing student services, enrollment, academic excellence, and program reputation. These include, among others, the Executive MBA program and other master's programs in the Bauer College of Business, executive certificate programs in Communication Disorders and Public Administration, and the UH Law Center.

Priority 2. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Faculty Cluster Hires and Start-Up	\$652,000	\$3,500,000	\$4,152,000
SERCC Build-Out		6,000,000	6,000,000
Professional Program Enhancements	1,645,109		1,645,109
Total	\$2,297,109	\$9,500,000	\$11,797,109

Priority 3. University Infrastructure and Administration

Context

As fundamental as instruction and research are to the University of Houston, these endeavors cannot take place without the land, facilities, equipment, and information technology needed to support them. The University of Houston's physical plant includes 595 acres of land, 116 buildings, and 7.5 million gross square feet. Sustaining this infrastructure year round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements. Making these investments is also essential to achieving the university's goals of student success and national competitiveness. This year, for example, the University of Houston has begun construction of the new residence facility for graduate and professional students (Calhoun Lofts); planning has been completed for the renovation of undergraduate science labs; and planning is underway for the Cemo Lecture Hall at the Bauer College of Business. All of these projects will make the university a more desirable place for students, faculty and the community.

Similarly, achieving a high level of administrative effectiveness is critical to achieving the University of Houston's institutional goals. One key to accomplishing this priority is ensuring excellence in our staff. Specifically, we need our staff to provide excellent, customer-friendly service to students, faculty and the community. To maintain a staff of this caliber (and reduce employee turnover costs), we must pay them competitive salaries, offer them valuable professional development opportunities, and create a campus culture in which staff are held accountable for the quality of the services they provide. This year, for example, the University of Houston has begun to implement student satisfaction surveys as a means of evaluating staff performance and establishing greater accountability for each unit.

Finally, another important measure of administrative effectiveness is the extent to which the University of Houston can expand its resources through the cultivation of private gifts. Indeed, the resources secured through fundraising activities enable the university to pursue its goals to an extent that state funds and tuition and fees don't allow. This year, the university expects to reach \$61 million in private gifts, which will be the second year in a row that private gifts have exceeded \$50 million. The University of Houston has also completed fundraising this year for the Michael J. Cemo Hall at the Bauer College of Business and begun fundraising for additional buildings for both Business and Engineering.

In FY09, the University of Houston will continue to make the investments needed to ensure excellence in its campus buildings, infrastructure and staff.

FY 2009 Budget Initiatives

- *Staff Retention (\$3,303,058 New Resources)*
In FY09, the University of Houston will allocate \$3,303,058 to pay for a salary increase of 3.0 percent and associated benefits for staff members.
- *Capital Renewal/Deferred Maintenance (\$10,000,000 HEAF)*
As part of the CRDM program, the University of Houston will invest \$10,000,000 next year in general facilities projects. These will include improvements to buildings and infrastructure, energy conservation measures, and sidewalk and street projects.
- *Information Technology Infrastructure (\$2,500,000 HEAF)*
The university's IT infrastructure must be maintained and expanded as our computing needs grow. In FY09, \$2,500,000 will be used to upgrade the university's network, servers and other IT equipment.

- *Administrative Support Initiatives (\$473,500 New Resources, \$5,665,308 HEAF)*

In FY09, HEAF resources will be used to support the capital needs of departments across campus (for example, the purchase of equipment and furniture, small facilities renovations, etc.). New resources will be used to increase the number of staff and address compensation issues in departments of demonstrated need, including implementation of year three of the pay plan initiative for campus police officers, to make their salaries more competitive with other police forces in the region.

Priority 3. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Staff Retention	\$3,303,058		\$3,303,058
Capital Renewal/Deferred Maintenance		\$10,000,000	10,000,000
Information Technology Infrastructure		2,500,000	2,500,000
Administrative Support Initiatives	473,500	5,665,308	6,138,808
Total	\$3,776,558	\$18,165,308	\$21,941,866

Priority 4. Community Advancement

Context

As the University of Houston moves toward becoming the state's third public tier-one university, it is important to distinguish our institution from the other two state universities whose ranks it seeks to join. Unlike the University of Texas at Austin and Texas A&M University, UH is a metropolitan university, whose mission is focused on advancing the community in which it is located. For UH this primarily means the Houston metropolitan area, upon which it has a tremendous impact. In 2006, for example, an economic impact study conducted by UH economist Dr. Barton Smith estimated that the UH System impact on the regional economy exceeded \$3 billion for the years 2002-2004. However, given the size and quality of UH, its impact extends far beyond the Houston metropolitan area – its reach is truly world-wide.

Apart from its direct economic impact, the University of Houston has a multitude of programs that enhance the quality of life in the Houston area. The University Eye Institute, for example, provides vision care for the economically disadvantaged at a reduced cost. The Community Development Resource Center in the College of Architecture provides urban planning and design services to low- and moderate-income communities. And the Houston Teachers Institute provides seminars to public school teachers on important subjects that the teachers themselves request. Other major programs at UH focused on community advancement include the Small Business Development Center, the Health Law and Policy Institute, the Center for Public Policy, the Global Energy Management Institute, the Center for Immigration Research, the Edward Albee New Playwrights Workshop, the Abramson Center for the Future of Health, and the African-American, Asian-American, and Mexican American Studies Programs – among many others.

As we look to FY 2009 and beyond, more importance than ever will be placed on developing, coordinating, and promoting community advancement activities at the University of Houston, and we will begin to assess our progress in these areas. For example, industries such as health care and energy, as well as professions such as engineering and teaching, are critical to the economic well-being of Houston. Therefore, we must begin to assess the extent to which UH is serving the workforce needs of these and other economic sectors. Additionally, the commercialization of technologies created by UH faculty leads to the creation of spin-off companies, jobs and other economic gains. The university must document these accomplishments in a more public manner – to fully demonstrate UH's impact on the constituencies it serves. Finally, the university must enhance its profile as an institution committed to community advancement. In FY08, a comprehensive assessment of the university's community advancement programs was completed with an eye toward receiving the Carnegie Foundation's "community engagement" classification next year.

FY 2009 Initiatives

- *Achieve Carnegie Community Engagement Classification*
In FY09, the University of Houston will submit its application to the Carnegie Foundation to receive its community engagement classification, a distinction that demonstrates the university's commitment to its "larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity" (Carnegie Foundation for the Advancement of Teaching). Doing so will raise the profile of UH as a university committed to community advancement.
- *Develop University of Houston Energy Alliance and Health Alliance*
Since energy and the health sciences represent important segments of the Houston economy, as well as areas of institutional strength in terms of research, instruction, and public service, the University of

Houston will create energy and health alliances, whose missions will be to identify, coordinate, and develop university activities related to these industries.

- *Pursue State Special Item Funding for Community Advancement Activities*

During the next Texas legislative session (which will take place in spring 2009), the University of Houston will pursue special item funding for its community advancement activities. If secured, these resources will be distributed in FY10 and FY11 to UH programs involved in these activities.

University of Houston

Appendix A - Allocation of New FY 2009 Resources

Revenue Changes	
General Revenue	
Appropriations Bill	\$ (141,159)
Utility Savings	
	\$ 1,000,000
Tuition	
Statutory & Grad Premium Tuition	\$ 111,381
General Designated Tuition	10,749,678
Differential Designated Tuition	1,484,510
Plus: Change for enrollment increase	2,744,000
Subtotal	<u>\$ 15,089,569</u>
Student Fees	
Technology Fee	\$ 1,603,800
Library Fee	550,045
Student Academic Service Fee/Course Fees	1,030,029
Housing	98,947
Parking Revenue	322,982
Subtotal	<u>\$ 3,605,803</u>
Transfer to UHSA	\$ (295,000)
Total New Funds for Allocation	<u>\$ 19,259,213</u>

Priority/Initiative	Allocation
Priority/Initiative	
Priority/Initiative	
Priority 1. Student Access and Success	
Financial Aid	\$ 2,946,072
Student Enrollment, Persistence & Learning	2,049,758
Retention and Expansion of Faculty	5,507,900
Discovery-Based Learning Initiative	400,000
University Libraries	528,387
Academic Technology Enhancements	1,000,000
Campus Life Initiatives	753,429
Subtotal	<u>\$ 13,185,546</u>
Priority 2. National Competitiveness	
Faculty Cluster Hires and Start-Up	\$ 652,000
Professional Program Enhancements	1,645,109
Subtotal	<u>\$ 2,297,109</u>
Priority 3. University Infrastructure & Administration	
Staff Retention	\$ 3,303,058
Administrative Support Initiatives	473,500
Subtotal	<u>\$ 3,776,558</u>
Total New Investments	<u>\$ 19,259,213</u>

University of Houston
Appendix B - Allocation of FY 2009 HEAF

<u>FY09 Allocation</u>		
HEAF	\$	35,276,140

<u>Priority/Initiative</u>		<u>HEAF</u>
Priority 1. Student Acces and Success		
Construction and Renovation of Academic Buildings	\$	2,100,000
University Libraries		<u>5,510,832</u>
Subtotal	\$	<u>7,610,832</u>
Priority 2. National Competitiveness		
Faculty Cluster Hires and Start-Up	\$	3,500,000
SERCC Build-Out		<u>6,000,000</u>
Subtotal	\$	<u>9,500,000</u>
Priority 3. University Infrastructure & Administration		
Capital Renewal/Deferred Maintenance	\$	10,000,000
Information Technology Infrastructure		2,500,000
Administrative Support Initiatives		<u>5,665,308</u>
Subtotal	\$	<u>18,165,308</u>
Total New Investments	\$	<u>35,276,140</u>

University of Houston

Appendix C - Projected Availability of Scholarships and Grants

	<u>FY2008</u>	<u>FY2009</u>
Funds from Endowed Scholarships	\$ 3,737,614	\$ 4,001,654
Premium Tuition Scholarships (Law, Pharmacy & Optometry)	850,000	850,000
Texas Grant Program Scholarships	13,969,340	12,945,440
Texas Public Education Grant (TPEG)	6,268,708	6,347,056
Early High School Graduation Program Scholarships	115,000	147,894
Property Deposit Scholarships	125,000	150,000
Honors Scholarships	8,000	8,000
International Education Fee Scholarships	100,000	100,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	5,810,145	5,810,145
Graduate Scholarships	1,267,203	1,267,203
Be-on-Time Program	1,000,000	203,269
Scholarships - PreMed	237,571	250,000
Merit Scholarships	8,514,311	8,514,311
UH Transfer Scholarships	615,000	615,000
UH Grant-in-Aid Scholarships	583,000	583,000
Grad Teaching Asst/Teaching Fellow Tuition Asst Fellowships	6,260,350	6,629,711
Presidential Fellowship Stipend Augmentation	458,448	458,448
Federal College Work Study	1,574,384	2,500,000
Federal Pell Grants	24,000,000	28,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,370,006	1,393,807
Total	\$ 76,864,080	\$ 80,774,938

University of Houston
Table 1 - Summary of Sources & Uses of Funds

<u>Operating Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
Operations	\$ 575,471,948	\$ 20,055,090	3.5%	\$ 595,527,038
Restricted	135,322,998	20,047,529	14.8%	155,370,527
Total	<u>\$ 710,794,946</u>	<u>\$ 40,102,619</u>	<u>5.6%</u>	<u>\$ 750,897,565</u>
Use of Funds				
Operations	\$ 575,471,948	\$ 20,055,090	3.5%	\$ 595,527,038
Restricted	135,322,998	20,047,529	14.8%	155,370,527
Total	<u>\$ 710,794,946</u>	<u>\$ 40,102,619</u>	<u>5.6%</u>	<u>\$ 750,897,565</u>
Capital Budget				
	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds	\$ 103,719,484	\$ 90,520,771	87.3%	\$ 194,240,255
Use of Funds	\$ 103,719,484	\$ 90,520,771	87.3%	\$ 194,240,255
Total Operating Budget & Capital Budget	<u>\$ 814,514,430</u>	<u>\$ 130,623,390</u>	<u>16.0%</u>	<u>\$ 945,137,820</u>

University of Houston

Table 2 - Operations

Source of Funds	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 127,281,024	\$ (137,416)	-0.1%	\$ 127,143,608
Special Items	17,664,817	(2,549,993)	-14.4%	15,114,824
Tuition Revenue Bonds	11,879,624	(3,750)	0.0%	11,875,874
State Benefits Appropriation	27,205,410	1,287,128	4.7%	28,492,538
Dedicated Appropriations-TX Grant/College Work Study	14,257,855	(1,043,900)	-7.3%	13,213,955
Subtotal State General Revenue Appropriations	198,288,730	(2,447,931)	-1.2%	195,840,799
Tuition and Fees				
Statutory & Graduate Premium	55,856,785	1,490,741	2.7%	57,347,526
Premium (Law, Pharmacy, Optometry)	8,722,659			8,722,659
Lab/other Student Fees	416,667	(58,723)	-14.1%	357,944
Subtotal Tuition and Fees	64,996,111	1,432,018	2.2%	66,428,129
HEAF	35,276,140			35,276,140
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	4,009,627	364,605	9.1%	4,374,232
Income on State Treasury Deposits	374,000	312,800	83.6%	686,800
Subtotal General Funds	304,183,517	(338,508)	-0.1%	303,845,009
Designated				
Tuition and Fees				
Designated Tuition - General	83,703,275	12,114,318	14.5%	95,817,593
Designated Tuition - Differential	14,614,748	1,484,510	10.2%	16,099,258
Library Fee	6,776,510	550,045	8.1%	7,326,555
Technology Fee	9,504,000	1,603,800	16.9%	11,107,800
Major/Department/Class Fees	59,206,462	1,030,029	1.7%	60,236,491
Subtotal Tuition and Fees	173,804,995	16,782,702	9.7%	190,587,697
Indirect Cost	10,831,731	(1,310,426)	-12.1%	9,521,305
Investment Income on Non-Endowed Funds	4,681,000	3,951,400	84.4%	8,632,400
Endowment Income	6,888,918	80,249	1.2%	6,969,167
Contracts / Grants / Gifts	4,385,174	442,741	10.1%	4,827,915
Arte Publico Press/Opt Clinic/Other Self Supporting Org	11,603,928	935,537	8.1%	12,539,465
Subtotal Designated Funds	212,195,746	20,882,203	9.8%	233,077,949
Auxiliary Enterprises				
Student Fees				
Student Service Fee	13,696,130	204,420	1.5%	13,900,550
Recreation and Wellness Center	6,329,436	(216,257)	-3.4%	6,113,179
Other Student Fees	3,019,512	119,667	4.0%	3,139,179
Subtotal Student Fees	23,045,078	107,830	0.5%	23,152,908
Sales & Service - Student Housing	9,198,928	98,948	1.1%	9,297,876
Sales & Service - Parking	5,663,908	322,982	5.7%	5,986,890
Sales & Service - Athletics/Hotel/UC/Other	30,129,178	2,112,709	7.0%	32,241,887
Subtotal Auxiliary Funds	68,037,092	2,642,469	3.9%	70,679,561
Total Current Operating Funds	584,416,355	23,186,164	4.0%	607,602,519
Interfund transfer	(8,944,407)	(3,131,074)	35.0%	(12,075,481)
Total Sources	\$ 575,471,948	\$ 20,055,090	3.5%	\$ 595,527,038
Use of Funds by Object				
Salaries and Wages	\$ 287,831,232	\$ 17,161,539	6.0%	\$ 304,992,771
Benefits	63,623,696	5,019,725	7.9%	68,643,421
M&O	97,467,793	(5,936,657)	-6.1%	91,531,136
Capital	22,051,514	(123,623)	-0.6%	21,927,891
Scholarships	45,405,700	1,698,664	3.7%	47,104,364
Debt Service	26,175,473	(15,211)	-0.1%	26,160,262
Utilities	19,178,505	(1,000,000)	-5.2%	18,178,505
Transfers	13,738,035	3,250,653	23.7%	16,988,688
Total Uses	\$ 575,471,948	\$ 20,055,090	3.5%	\$ 595,527,038

University of Houston

Table 3 - Restricted

Source of Funds	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 67,400,000	\$ 8,500,000	12.6%	\$ 75,900,000
Financial Aid	27,074,194	5,077,400	18.8%	32,151,594
Gifts	15,876,194	3,631,680	22.9%	19,507,874
Endowment Income	13,042,612	1,367,707	10.5%	14,410,319
Other Restricted	142,921	(67,671)	-47.3%	75,250
KUHT/KUHF	14,942,670	1,617,990	10.8%	16,560,660
Total Current Operating Funds	138,478,591	20,127,106	14.5%	158,605,697
Interfund Transfer	(3,155,593)	(79,577)	2.5%	(3,235,170)
Total Sources	\$ 135,322,998	\$ 20,047,529	14.8%	\$ 155,370,527
Use of Funds by Object				
Salaries and Wages	\$ 42,726,487	\$ 2,673,287	6.3%	\$ 45,399,774
Benefits	4,995,101	534,937	10.7%	5,530,038
M&O	53,379,376	12,454,778	23.3%	65,834,154
Capital	3,948,448	825,990	20.9%	4,774,438
Scholarships	30,273,586	3,558,537	11.8%	33,832,123
Total Uses	\$ 135,322,998	\$ 20,047,529	14.8%	\$ 155,370,527

University of Houston

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2009 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Graduate Housing (Calhoun Lofts)	\$ 17,983,606	\$ 88,016,394	\$ 1,000,000	\$ 107,000,000		\$ 107,000,000		
Cemo Lecture Hall * *	1,090,344	7,897,456	-	8,987,800	2,500,000		6,487,800	
Parking garage #2 * *	135,908	8,664,092	200,000	9,000,000				9,000,000
SERC Build-out	897,446	11,102,554	18,000,000	30,000,000	30,000,000			
Texas Diesel Facility		7,000,000	-	7,000,000				7,000,000
Wilhelmina Robertson Smith Pavilion-Robertson Stadium*		15,650,000	25,450,000	41,100,000	5,000,000		18,000,000	18,100,000
Wind Energy Test Center*	400,000	15,000,000	14,600,000	30,000,000	400,000			29,600,000
Subtotal New Construction	\$ 20,507,304	\$ 153,330,496	\$ 59,250,000	\$ 233,087,800	\$ 37,900,000	\$ 107,000,000	\$ 24,487,800	\$ 63,700,000
Major Repair and Rehabilitation								
Parking Lot Upgrades	\$ 2,965,553	\$ 1,460,187		\$ 4,425,740				\$ 4,425,740
Science Complex Lab Renovations	500,000	18,700,000	38,400,000	57,600,000		57,600,000		
Hilton College of HRM *	350,428	10,749,572	-	11,100,000	3,050,000		6,500,000	1,550,000
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		10,000,000		10,000,000	10,000,000			
Academic Buildings and Classrooms		-		-				
Subtotal Major Repairs & Rehabilitation	\$ 3,815,981	\$ 40,909,759	\$ 38,400,000	\$ 83,125,740	\$ 13,050,000	\$ 57,600,000	\$ 6,500,000	\$ 5,975,740
Total	\$ 24,323,285	\$ 194,240,255	\$ 97,650,000	\$ 316,213,540	\$ 50,950,000	\$ 164,600,000	\$ 30,987,800	\$ 69,675,740

(1) Project expenditures to date, estimated through August 31, 2008

* Requires BOR/CB approval

**Street & Sidewalk funding is now include within CRDM

University of Houston
Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2008 Budget	-----Change-----		FY2009 Budget
		FTE	Percent	
Faculty	1,218	10	0.8%	1,228
Part-time Faculty	761			761
Professional Staff	2,021	19	0.9%	2,040
Classified Staff	1,167			1,167
Temporary Staff	739			739
Total	5,906	29	0.5%	5,935

University of Houston
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2005 Actuals	FY2006 Actuals	FY2007 Actuals	FY2008 Budget	FY2009 Budget	FY09 vs FY08 Change
Semester Credit Hours						
Lower Division	403,102	395,842	385,378	387,672	389,000	1,328
Upper Division	264,966	294,241	295,958	288,355	292,615	4,260
Masters	82,996	68,955	72,057	65,778	76,885	11,107
Doctoral	23,904	22,711	21,136	22,510	22,000	(510)
Special Professional	62,416	61,294	60,909	60,685	61,000	315
Total	837,384	843,043	835,438	825,000	841,500	16,500
Semester Credit Hours-On/Off Campus						
On Campus	766,325	769,251	738,562	754,992	751,500	(3,492)
Off Campus	71,059	73,792	96,876	70,008	90,000	19,992
Total	837,384	843,043	835,438	825,000	841,500	16,500
Fall Headcount	35,180	34,582	34,334	34,100	34,780	680
Fall FTE	27,662	27,421	27,421	27,154	27,720	566

University of Houston
Allocation of Student Service Fees

Sources	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 13,696,130	\$ 204,420	1.5%	\$ 13,900,550
Budgeted Fund Balance	117,649	302,806		420,455
Total Sources	\$ 13,813,779	\$ 507,226	3.7%	\$ 14,321,005

Allocations				
Academic Achievers - Ctr. Mexican-Am. Studies	\$ 61,837	1,086	1.8%	\$ 62,923
Activities Funding Board (AFB)	121,683	653	0.5%	122,336
Band Program	211,400			211,400
Blaffer Art Gallery	15,000			15,000
Campus Activities	714,000	2,181	0.3%	716,181
Campus Recreation	539,973	45,000	8.3%	584,973
Center for Students w/Disabilities	381,454			381,454
Child Care Center	124,021	(7,604)	-6.1%	116,417
Counseling and Psychological Services	1,129,666	49,157	4.4%	1,178,823
Council of Ethnic Organizations (CEO)	106,071			106,071
Dean of Students (DOS) Handbook	35,745			35,745
DOS Success Programs	99,431			99,431
DOS SIAC/Ombudservice	190,830			190,830
Forensics Society	91,550			91,550
Frontier Fiesta Association	95,046	(19,607)	-20.6%	75,439
Homecoming	43,527			43,527
Intercollegiate Athletics	4,213,910	22,862	0.5%	4,236,772
Learning and Assessment	44,503	4,087	9.2%	48,590
Learning Support Services	436,979			436,979
Metropolitan Volunteer Program	41,840			41,840
Student Government Association	123,352			123,352
Student Legal Services	90,667			90,667
Student Program Board	147,144			147,144
Student Publications	181,124			181,124
Student Satisfaction Survey	8,440	(8,440)	-100.0%	
Student Video Network	57,625	(16,900)	-29.3%	40,725
University Career Services	821,540			821,540
University Center	1,317,035			1,317,035
University Health Center	1,890,210	(223,294)	-11.8%	1,666,916
Urban Experience Program - VPSA	101,374			101,374
Veterans' Services	79,083	10,658	13.5%	89,741
VPSA Business Office	63,330			63,330
Wellness Center	194,111			194,111
SFAC Operating	4,500			4,500
Budgeted Reserve	35,778	647,387	1809.5%	683,165
Total Allocations	\$ 13,813,779	\$ 507,226	3.7%	\$ 14,321,005

* Formerly, "Urban Experience Program - Ctr. Mexican-American Studies"

University of Houston
Note to Table 2: Operations Expenditures By Organization

NOTE 1

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 1,439,068	\$ 220,798	15.3%	\$ 1,659,866
University Advancement	11,109,413	607,148	5.5%	11,716,561
Student Affairs	33,678,223	637,582	1.9%	34,315,805
Research Division	25,309,506	(495,465)	-2.0%	24,814,041
Academic Affairs				
Office of the Provost	93,701,946	4,922,075	5.3%	98,624,021
Library	15,900,929	806,809	5.1%	16,707,738
Architecture	4,362,149	31,483	0.7%	4,393,632
Business Administration	32,159,202	1,578,966	4.9%	33,738,168
Education	14,031,546	308,907	2.2%	14,340,453
Engineering	18,902,496	1,418,753	7.5%	20,321,249
Hotel & Restaurant Management	9,493,009	442,808	4.7%	9,935,817
Law	20,552,661	887,248	4.3%	21,439,909
Liberal Arts and Social Sciences	49,201,269	1,954,031	4.0%	51,155,300
Natural Sciences & Mathematics	36,573,892	780,199	2.1%	37,354,091
Optometry	13,804,262	213,129	1.5%	14,017,391
Pharmacy	8,772,561	295,958	3.4%	9,068,519
Social Work	3,089,717	252,538	8.2%	3,342,255
Technology	9,926,146	1,016,323	10.2%	10,942,469
Honors	1,726,915	86,452	5.0%	1,813,367
Subtotal Academic Affairs	\$ 332,198,700	\$ 14,995,679	4.5%	\$ 347,194,379
Administration and Finance	41,539,829	1,301,345	3.1%	42,841,174
Hurricane Katrina Appropriation	2,550,000	(2,550,000)	-100.0%	
Utilities	19,178,505	(1,000,000)	-5.2%	18,178,505
Staff Benefits	48,376,245	2,989,569	6.2%	51,365,814
Athletics	23,184,288	2,407,912	10.4%	25,592,200
Institutional Reserves	1,709,977	394,804	23.1%	2,104,781
Legislative Mandates	2,515,349	449,207	17.9%	2,964,556
Debt Service	26,175,473	(15,211)	-0.1%	26,160,262
System Service Charge	1,546,427	111,722	7.2%	1,658,149
Information System Project to UHSA	4,960,945			4,960,945
Total Uses	\$ 575,471,948	\$ 20,055,090	3.5%	\$ 595,527,038

University of Houston

Note to Table 3: Restricted Expenditures By Organization

NOTE 2

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 71,356	\$ 832	1.2%	\$ 72,188
University Advancement				
Student Affairs	720,257	130,610	18.1%	850,867
Research Division	12,140,896	2,698,699	22.2%	14,839,595
Academic Affairs				
Office of the Provost	47,175,484	7,609,021	16.1%	54,784,505
Library	321,826	60,707	18.9%	382,533
Architecture	783,506	(92,242)	-11.8%	691,264
Business Administration	5,350,749	427,758	8.0%	5,778,507
Education	7,043,056	(978,729)	-13.9%	6,064,327
Engineering	12,762,540	394,036	3.1%	13,156,576
Hotel & Restaurant Management	2,634,379	3,937,662	149.5%	6,572,041
Law	235,515	730	0.3%	236,245
Liberal Arts and Social Sciences	12,475,540	2,627,503	21.1%	15,103,043
Natural Sciences & Mathematics	19,656,520	958,000	4.9%	20,614,520
Optometry	4,864,810	533,624	11.0%	5,398,434
Pharmacy	3,246,193	165,512	5.1%	3,411,705
Social Work	3,504,537	605,870	17.3%	4,110,407
Technology	1,519,077	954,924	62.9%	2,474,001
Honors	733,300	12,782	1.7%	746,082
Subtotal Academic Affairs	\$ 122,307,032	\$ 17,217,158	14.1%	\$ 139,524,190
Administration and Finance	83,457	230	0.3%	83,687
Total Uses	\$ 135,322,998	\$ 20,047,529	14.8%	\$ 155,370,527

Faculty Academic Instructional Workload (University of Houston)

[Revised as of February 9, 1999.]

In accordance with UHS Board of Regents; policy 21.05, the University of Houston has developed the following faculty academic workload rules and regulations.

The general workload responsibilities of a faculty member at a complex institution such as the University of Houston can neither be defined simply nor summarized easily. Faculty members have fundamental obligations above and beyond organized teaching and research. They perform their normal classroom duties and carry out a multitude of essential functions including, but not limited to, academic advising and counseling, the supervision of undergraduate and graduate students, direction of individual study, special projects, theses and dissertations, and curriculum development. In addition, they accept many institutional and public service obligations.

The variety of faculty responsibilities that must be undertaken for the university to function in an effective and efficient manner makes it impossible to equate faculty workload with the sum total of semester credit hours taught, or with any other single criterion. Indeed, it is inappropriate to adopt any measure of faculty workload that is fundamentally numerical in nature without consideration of qualitative issues. While recognizing these facts, however, the university must develop a minimum teaching load requirement and report its fulfillment to the state. This is necessary to comply with the Texas Education Code, to meet the expectations of the Legislature for direct instructional activities tied to compensation from the faculty salary appropriation line item, and to quantify for all university constituencies the basic commitment the faculty have to the students at the University of Houston.

These institutional rules and regulations distinguish between *minimum teaching load requirements* and *general workload requirements*. While 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 load. The university administration will provide chairs of individual academic units the flexibility to achieve maximum effectiveness in teaching effort as related to student enrollment and to adjust each individual's instructional assignment within the regulations and standards stated below. Each department chair and college dean must certify that the duties of each faculty member actually constitute an appropriate workload responsibility in accordance with the following rules and regulations, which have been approved by the University of Houston Board of Regents.

The minimum faculty teaching load requirement described in this policy does not apply to graduate teaching assistants. The Provost, as the chief academic

officer of the university, is responsible for assuring that all teaching assistants are carefully supervised.

General Workload Expectations

Given the quality and variety of work necessary to support this university's fundamental obligation to the discovery, transmission, and application of knowledge, the administration understands there always will be a significant differential between a faculty member's minimal requirements and his/her total actual commitment of time and energy. General workload expectations vary greatly by academic department, discipline, and college. Therefore, specific common workload expectation criteria are not delineated for the university. The regulation of general workload requirements is the responsibility of the appropriate department chair and college dean. New faculty should be informed at the time of hire of the discipline specific general workload requirements associated with the department or college. An individual's fulfillment of these requirements should be used when evaluating merit, in promotion and tenure decisions, as well as in the post-tenure review process.

Faculty Workload Assignments and Professional Activities

Only participation in the specific professional activities listed below, which are defined in state regulations as "faculty salary elements of cost," qualifies a faculty member for compensation from the faculty salary appropriation line. In defining those general workload activities that can be supported from the faculty salary appropriation line, each college must adhere to the following categories:

- A. Direct instructional activities, which include interaction with students related to instruction, preparation for such instruction, and evaluation of student performance. The various types of instruction include: lecture, laboratory, practicum, seminar, independent study, private lessons, alternative learning activities, and supervision of theses and dissertations.
- B. Administrative assignments that directly support the institution's teaching function, e.g., department chairs, graduate directors, undergraduate directors, and coordinators of special programs or multi section courses.
- C. Basic and applied research, professional development and service activities that directly support the institution's teaching and research function. Professional development activities are those activities which enable faculty members to enhance their teaching and research knowledge and/or capabilities and thus improve significantly the university's capabilities.

Minimum Teaching Load Requirements

The University of Houston must comply with two different teaching load requirements. The first concerns an average of organized classes within the university. The second concerns an average of instructional hours per faculty member within a department.

Each department shall be required to produce eighteen teaching load equivalency hours per faculty FTE Minimum paid from the appropriation item "faculty salaries" during each academic year (fall and spring semesters). For example, a department with 12.3 state instructional FTE faculty must produce at least 221.4 equivalency hours ($12.3 * 18 = 221.4$) during the fall and spring semesters of each academic year from courses or appropriate activities by the individuals holding these appointments.

To comply with Texas Higher Education Coordinating Board policies, each year the university must account for a minimum of two organized courses per semester per faculty member averaged across the campus and averaged also across the fall/spring semesters. Each academic unit should reach that average internally. If the unit finds it necessary to go below that average, permission must be given at the next higher administrative level. Each semester a report must be filed by each unit with the next higher administrative level.

Faculty paid, in full or in part, from a source of funds other than the faculty salary element of cost will have no minimum teaching load requirement associated with these appointments or portion of appointments. When more than one faculty member participates in the instruction of a single course section, the teaching hours are proportioned according to the effort expended per faculty member. Load adjustments are permitted for the teaching load equivalencies listed below, but such adjustments must have the appropriate approvals at the college and university levels when specified.

Teaching loads will, of course, fluctuate because of illness, sudden emergencies, and unforeseeable needs, which may force a faculty member to accept a higher load temporarily or to request a lighter load during a stated period. All temporary exceptions to the basic teaching load policy should be in writing and should carry the approval of the dean of the appropriate college. Chairs and deans are encouraged to ask outstanding faculty to offer courses central to the unit's teaching mission, if appropriate.

No two colleges at the University of Houston are identical in the mixture and nature of teaching responsibilities expected of individual faculty in order to meet student needs. Each dean should require direct instructional activities in excess of the university minimum teaching load whenever such duties are necessary to meet the college's obligations to students. Each college or disciplinary area must establish a minimum greater than the university minimum if required to meet the instructional obligations of the college to students and to operate effectively within the available level of faculty salary resources. No college may adopt a minimum teaching load requirement below the university's minimum stipulated in this policy. Colleges may, however, have additional stipulations so long as they do not conflict with the general policy. Workload policies for colleges that have included additional requirements must be available in the office of the dean of the college or in the Office of the Provost.

Teaching Load Equivalencies

Instruction of regularly scheduled organized undergraduate courses, except as specified in adjustments B and G below, shall provide teaching load hours at the rate of one hour per each contact hour of instruction per week per long semester. Teaching load equivalencies for other types of instruction and instructional administration are defined in the following adjustments.

- A. One contact hour of organized graduate instruction is equivalent to one and one-half contact hours of organized undergraduate instruction.
- B. Instruction of regularly scheduled laboratory courses, physical-activity courses, and studio art and studio music instruction shall provide teaching load units at the rate of two units of teaching load for each three contact hours of instruction per week per long semester.
- C. Supervision of practice student teachers and clinical and intern supervision shall be credited such that 24 contact hours per week is equivalent to nine units of teaching load. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.
- D. Supervision of student practicum courses and teaching credit for individual instruction courses shall be credited on the basis of one-third unit for each semester credit unit of individual doctoral instruction, one-fifth unit for each semester credit unit of individual master's instruction, and one-tenth unit for each semester credit unit of individual undergraduate instruction.
- E. Supervision of graduate theses and dissertations provides teaching units and shall be credited on the basis of one-third of the dissertation research semester credit hours and one-sixth of the thesis research semester credit hours. Thesis and dissertation teaching hours may be divided among the dissertation supervisor and other committee members who contribute to the supervision of the dissertation.
- F. Supervision of tutorial sessions in the pharmaceutical sciences connected to organized classes but not reflected in specifically identified sections shall be credited such that 30 contact hours per semester are equal to three units of teaching load credit in addition to teaching load credit generated by the organized classes. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.
- G. Teaching credit for large and small organized classes will be awarded in the following fashion.

Class size	Inflater
59 or fewer	*1.0
60 - 69	1.1
70 - 79	1.2
80 - 89	1.3
90 - 99	1.4
100 - 124	1.5
125 - 149	1.6
150 - 174	1.7
175 - 199	1.8
200 - 249	1.9
250 - 299	2.0
300 - 349	2.1
350 - 399	2.2
400 - 449	2.3
450 - 499	2.4
500 - larger	2.5

When undergraduate classes have fewer than ten students and graduate classes have fewer than five students, credit for small classes will be deflated in the following fashion.

<u>Small Class Deflater</u>							
Undergraduate	Class size	10	9	8	7	6	5
	Deflater	1.0	0.9	0.8	0.7	0.6	0.5
Graduate	Class size	5	4				
	Deflater	1.0	0.8				

When a department does not meet its instructional hour requirements under the provisions above, the following teaching load equivalencies for other professional activities allowable under state law may be used to comply.

- A. Equivalency credit may be granted for other professional assignments that the college documents as related directly to the teaching function. The sum of such equivalencies shall not exceed one one-thousandth (0.001) of the total semester credit hours generated by the college in the corresponding semester of the previous year. *Example: Assume that a college taught a total of 11,935 semester credit hours in the corresponding semester of the*

previous year. Using the factor of 0.001 the college would have a credit of 11.93 units that could be assigned to individuals for other activities which are related directly to the college's teaching responsibilities (such as major course revision). This equivalency will be calculated at the college level, and its distribution is the responsibility of the dean. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.

- B.** Coordination of several sections of a single course may provide teaching load credit up to a maximum of three units where one hour is awarded for each six sections so coordinated. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.
- C.** When the budget allows, the department chair and the dean of the college may request that the provost approve, by individual faculty member, up to twelve work load units per faculty member per semester for basic and applied research or professional development activities which directly support the institution's teaching and research function. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.
- D.** Departmental administrative assignments will receive equivalent teaching units per semester based on the size of the department:

< 15 FTE	9 units
12 - 24 FTE	12 units
25 - 39 FTE	15 units
40 FTE>	18 units

No more than six units may be awarded to any one faculty member during a semester. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.

- E.** If a class is canceled due to low enrollments, substitute teaching loads should be assigned to the faculty member by the department chair. However, for extenuating circumstances, the department chair can petition the dean for a waiver of the forfeited teaching load for one semester. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the 'Additional Duties' form.

Teaching Load Compliance

The chief academic officer shall designate the officer of the institution who will monitor faculty teaching load and submit the reports to the chief academic officer for approval and comment, as appropriate, prior to submitting the reports to the University of Houston Board of Regents following the standard reporting format and deadlines as provided by the Texas Higher Education Coordinating Board in accordance with Section 51.402 of the Texas Education Code and any applicable riders in the current General Appropriations Act.

Every department's compliance with these minimum teaching load requirements shall be assessed each academic year. If a department is found to be out of compliance, the institution shall take appropriate steps to address the noncompliance and to prevent such noncompliance in the future.

See **University of Houston Faculty Academic Instructional Workload Additional Duties Form.**

UH-Clear Lake Mission Statement

The University of Houston-Clear Lake is an upper-level educational institution with a distinct identity, whose primary role is to provide fair and equitable learning opportunities to graduate and undergraduate students. The University services a diverse student population from the state, the nation, and abroad, particularly from the Houston-Galveston metropolitan area by offering programs on and off campus. Reflective of the University's upper-level program orientation, a statutorily created council, composed of the presidents of the area's nine community colleges, advises the University's president.

The University offers a variety of bachelors, masters, professional, and selected doctoral programs. High academic standards are emphasized in all programs of the University. Each program develops the critical thinking, creative, quantitative, and communication skills of students.

The University enhances the educational, economic, cultural, scientific, business, and professional environment of the area. The University is committed to supporting research and scholarship. The University develops and strengthens programs which support the region's various commercial, engineering, human services and trade sectors, especially in the computing, medical, petrochemical, and space industries. The University pursues global outreach consistent with the community's international perspective.

The University's faculty, staff, and administrators are committed to providing a humane, responsive, and intellectually stimulating environment for productive learning and working. The University of Houston-Clear Lake emphasizes (a) learning through teaching, research, scholarship, and professional and community service; (b) the advancement of knowledge; (c) delivery of educational opportunities through new instructional technologies and through distance learning; (d) a commitment to high academic standards; (e) sensitivity to the needs of the students and communities served by the institution; and (f) above all, integrity in all institutional function

UH-Clear Lake Goals

The University of Houston-Clear Lake will:

1. Foster a learning environment throughout the UHCL community
2. Maximize student success.
3. Integrate diversity into the university community and vision.
4. Innovate to address constituent academic needs.
5. Develop and increase research, scholarly and creative activities.
6. Recruit, develop and retain high-quality faculty and staff.
7. Provide technological resources and support to students, faculty, staff and administrators.
8. Plan, budget, implement and assess to meet UHCL's mission and goals.
9. Increase the financial and human resources available to the university.
10. Internationalize/Globalize the academic culture and environment.

UH-Clear Lake Planning Process

The planning process at UHCL not only includes planning, but budgeting, implementation and assessment as well. The “bottom-up” process starts at the unit or departmental level and proceeds upward to the division and then component levels. At UHCL there are three major components including Academic Affairs, Administration and Finance, and the Office of the President.

Faculty, staff, students, and administrators are involved in the planning and budgeting process via UHCL’s Planning and Budgeting Committee (PBC). UHCL’s president, senior vice president for academic affairs and provost, and the vice president for administration and finance present the university’s priorities for funding in a meeting open to faculty, staff, and students, which is coordinated by the PBC. The PBC provides recommendations to UHCL’s University Council which makes a recommendation to UHCL’s president.

The goals of the university along with the University of Houston System’s strategic priorities provide the impetus and direction for our planning and budgetary expenditures. Our Office of Institutional Effectiveness provides various measures that assess our progress. Among those measures are standardized instruments, portfolios, and annual reports from each school. Senior administrators use those data to make decisions that will benefit the campus in its effort to become more effective in meeting our goals and delivering on our mission as an upper-level university.

Overall, for fiscal year 2009, UHCL will continue to address the challenges of both quantity and quality. The quantity dimension centers on providing access to higher education for an increasing number of students to enhance the college participation and graduation rate in the greater Houston metropolitan region. The quality dimension has been and will continue to be to offer high quality academic programs that meet state, regional, and national accreditation standards while serving the educational needs of our students, employers, and the community.

The major priorities to be addressed in fiscal year 2009 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and Administration, and (4) Community Engagement.

UH-Clear Lake Priorities

Overview

UH-Clear Lake served a student body of 7,522 students in fall 2007. The majority of UHCL students are working either full or part-time and thus a majority of the classes offered are in the evening. At the present time, UHCL offers 38 bachelor's, 44 master's and one doctoral program. In order to be even more responsive to our current and prospective students and to fulfill the requirements of the UH System strategic priorities, UHCL will need to increase the number of academic programs offered; provide additional alternatives in course delivery including online and off-campus programs; form additional partnerships with area school districts, community colleges and universities; increase the amount of funding available for student financial aid; and plan for the expansion and renovation of campus facilities to add space for classroom instruction and laboratories.

The following section will provide an overview of UHCL's priorities and initiatives for FY 2009. The major priorities include:

1. Student Access and Success
 - Faculty
 - Student Recruitment and Advising
 - Student Financial Assistance
 - Enrollment Management
 - Instructional Support
 - Off-Campus Programs

2. Academic and Research Excellence/National Competitiveness
 - School of Business Accredited Programs
 - School of Education Doctoral Program
 - Teaching and Research Resources

3. University Infrastructure and Administration
 - Campus Facilities
 - University Computing
 - Campus Security
 - PeopleSoft Project Support
 - Capital Renewal and Deferred Maintenance
 - Operations Support
 - Faculty and Staff Benefits

4. Community Engagement
 - University Advancement

Priority 1. Student Access and Success

Context

As an upper-level and graduate institution, UHCL serves two very different student groups. The undergraduate student body (4,282 in fall 2007) consists primarily of community college transfer students. Over 80% of UHCL undergraduates have attended one or more community colleges prior to enrollment. The graduate student body (3,240 in fall 2007) is represented primarily by individuals who are working full-time and pursuing graduate study on a part-time basis in the evening.

For fiscal year 2007, UH-Clear Lake graduated 2,171 students with 1,133 at the bachelor's level and 1,038 at the master's level. The 2,171 graduates during 2006-2007 were the highest number of annual graduates in the history of UH-Clear Lake. As of August 2007, UHCL has awarded a total of 47,340 degrees from 1974-75 through 2006-07.

In addition to our undergraduate and graduate student markets, UHCL must be increasingly responsive to the employers in our community. The Clear Lake area is marked by a heavy concentration of aerospace firms due to the location of NASA's Johnson Space Center. In addition, the Bayport Industrial Complex includes a large number of companies in the petrochemical business. Other major employers of UHCL graduates include public school districts, healthcare institutions, and a variety of business and professional service firms (e.g., public accounting, banking, psychological counseling, environmental services, and communications.)

To address student needs, UHCL is developing new academic programs and expanding offerings off-campus and online. In 2007, UH-Clear Lake received Coordinating Board approval to offer the MA in Digital Media Studies and the MS in Engineering Management. In 2008, UHCL received approval to offer the BS in Public Service Leadership, and a new program proposal for an MA in Behavior Analysis is under review by the UH System. In addition, UH-Clear Lake continues to offer bachelor's and master's degrees at various off-campus locations including the UH System centers at Sugar Land and Cinco Ranch, community colleges, school districts, and the Texas Medical Center among others. Finally, UHCL currently offers three master's degrees online, including Instructional Technology, Software Engineering, and the MBA. In fiscal year 2003, UHCL generated 133,727 (91%) semester credit hours (SCH) on-campus and 12,606 (9%) SCH off-campus and online. By fiscal year 2007, UHCL had 120,892 (81%) SCH on-campus and 28,649 (19%) SCH off-campus and online.

FY 2009 Budget Initiatives

- *Faculty (\$176,200 New Resources)*
UHCL's short-term goal is to have 65% full-time and 35% part-time faculty coverage of semester credit hours taught in each of our four schools (Business, Education, Human Sciences and Humanities, and Science and Computer Engineering). Our ultimate goal is to have all four schools with a 70% full-time and 30% part-time faculty coverage. For fiscal year 2009, two new faculty positions will be funded. With one-third of the semester credit hours being taught by part-time or adjunct faculty, UHCL is also striving to raise the adjunct pay rates per course to levels that are more competitive with other institutions in the Houston area. Funding for adjunct faculty was increased during fiscal year 2008. Target adjunct pay rates have been established in each of the four schools for adjunct faculty with master's and doctoral degrees. In addition, funds will be allocated to increase the salary adjustment for full-time tenure-track faculty when they are promoted to either associate professor or professor. These funds are designed to reward and retain outstanding faculty.

- Student Recruitment and Advising (\$375,567 New Resources)*
 During the past few years, UHCL has retained the consulting services of Noel Levitz to assist in improving the university's recruitment and retention of students. Based on the analysis and recommendations of Noel Levitz, UHCL for fiscal year 2009 will add six recruiters and transfer advisors. The addition of these new staff members will enable UHCL to have a greater presence at area community colleges and companies. These individuals will also provide our prospective students with academic advising prior to their enrollment at UHCL so they can obtain information in a timely manner that will aid them in their decision-making process as well as assist them in the admissions process. Additional resources will also be devoted to women's services and student transportation.
- Student Financial Assistance (\$954,070 New Resources)*
 Since approximately 80% of UHCL undergraduate students have attended a community college prior to enrollment at UHCL, students find it challenging to pay tuition at a university after paying a significantly lower rate of tuition at a community college. For fiscal year 2009, UHCL will implement and fund an automatic transfer scholarship for new first-time undergraduate students at UHCL. In addition, because of the set-aside required when designated tuition rates are increased, the amount of financial aid from this source will also be increased for fiscal year 2009.
- Enrollment Management (\$125,000 New Resources)*
 Following a review of UHCL's enrollment management activities, the decision was made to create the position of Associate Vice President for Enrollment Management. Offices reporting to the Associate Vice President include admissions, registrar and academic records, distance and off-campus education, and student financial aid. The purpose of the reorganization was to create a unified and integrated approach to enrollment management focused on student recruitment and retention.
- Instructional Support (\$965,000 HEAF)*
 UHCL's Higher Education and Assistance Funds (HEAF) will be used in fiscal year 2009 to upgrade the learning environment for our students including classroom and instructional technology, student lab and lab equipment upgrades, and classroom and lab renovation.
- Off-Campus Programs (\$73,312 HEAF)*
 In fiscal year 2009, UHCL will invest \$73,312 in HEAF resources to support the operations of the UH System at Sugar Land and the UH System at Cinco Ranch.

Priority 1. Investment of Resources in FY 2009 Budget Initiatives

	New Resources	HEAF	Total
Faculty	\$176,200		\$176,200
Student Recruitment and Advising	375,567		375,567
Student Financial Assistance	954,070		954,070
Enrollment Management	125,000		125,000
Instructional Support		\$965,000	965,000
Off-Campus Programs		73,312	73,312
Total	\$1,630,837	\$1,038,312	\$2,669,149

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHCL is focused on creating and maintaining an array of excellent educational programs which meet state, regional, and national accreditation standards. In addition, UHCL seeks to develop and increase research, scholarly, and creative activities of our faculty and students.

During 2007-2008, UH-Clear Lake had site visits for reaccreditation of various academic programs by the Accreditation Board for Engineering and Technology (ABET), the Commission on Accreditation of Healthcare Management Education (CAHME), and the Council on Social Work Education (CSWE). UHCL's School of Education was notified during 2007-2008 of its continued accreditation by the National Council for Accreditation of Teacher Education (NCATE) including a report of no recommendations or areas for improvement. In 2008-2009, UHCL's School of Business will have a site visit by AACSB International – The Association to Advance Collegiate Schools of Business, and the School of Human Sciences and Humanities will have a site visit by the Commission of Accreditation for Marriage and Family Therapy Education (CoAMFTE) for the master's degree in family therapy.

UHCL has numerous accredited programs and strives to achieve and maintain accreditation as a result of offering high quality programs. In Texas, UHCL is one of 12 institutions accredited by AACSB in accounting and business administration, one of seven accredited by CAHME in healthcare administration, one of 13 accredited by NCATE, one of 15 accredited by ABET in computer science, one of 30 accredited by CSWE in undergraduate social work, and one of four accredited by CoAMFTE.

With respect to sponsored programs and research, there was a significant increase in awards to faculty and staff from 2006 to 2007. In fiscal year 2006, UHCL had 27 of 56 proposals funded for a total of \$1,210,852 while in fiscal year 2007 there were 34 of 49 proposals funded for a total of \$5,335,807. The university has held information sessions on both sponsored programs and university advancement activities and the role that faculty and staff can play in these initiatives. Our goal is to have the dollar value of sponsored programs and research equal to 10% of the university's annual budget.

FY 2009 Budget Initiatives

- *School of Business Accredited Programs (\$86,000 New Resources)*

UHCL's School of Business is accredited by AACSB International – The Association to Advance Collegiate Schools of Business. There are 555 AACSB-accredited business schools. The UHCL School of Business is one of only 169 business schools to have both its programs in accounting and business administration accredited by AACSB. The school offers undergraduate and graduate programs in both accounting and business administration. For fiscal year 2009, UHCL's School of Business will use funds generated from differential designated tuition to support additional faculty positions.

- *School of Education Doctoral Program (\$74,560 New Resources)*

In January 2007, UHCL's School of Education admitted its first cohort of students into the doctoral program in educational leadership. A second cohort group was admitted in August 2007 and the third cohort class will be admitted in August 2008. Since this program has been initiated, the School of Education has used tuition to support additional faculty positions for the doctoral program and will continue to do so in fiscal year 2009.

- *Teaching and Research Resources (\$1,575,283 HEAF)*
 In a continuing commitment to enhance the resources available for teaching and research, UHCL in fiscal year 2009 will make investments for faculty computing upgrades. In addition, the university's library will be allocated over \$1,300,000 in Higher Education Assistance Funds. With respect to the library, HEAF funds are used to purchase and maintain eBooks and electronic journals as well as print books and print journals. Neumann Library currently provides online access to over 86,000 eBooks and 51,000 electronic journals, with efficient access to full-text electronic journal articles.

Priority 2. Investment of Resources in FY 2009 Budget Initiatives

	New Resources	HEAF	Total
School of Business Accredited Programs	\$86,000		\$86,000
School of Education Doctoral Program	74,560		74,560
Teaching and Research Resources		\$1,575,283	1,575,283
Total	\$160,560	\$1,575,283	\$1,735,843

Priority 3. University Infrastructure and Administration

Context

One of UH-Clear Lake's overall objectives is to provide a physical and operationally efficient environment to adequately support the successful achievement of the university's programs. The purpose of this objective is to provide an environment that is conducive to learning, teaching, research, service to students, staff development, and community outreach. Investments for fiscal year 2009 will center on campus facilities, university computing, campus security, PeopleSoft project support, deferred maintenance, operations support, and staff benefits.

During 2008-2009, UHCL will also be involved in the construction and renovation of various facilities including the expansion and renovation of the Arbor Building at UHCL through the use of tuition revenue bonds which were authorized and then later funded following the 2007 legislative session. Other facility projects will include the construction at UHCL of the Bay Area Houston Technology and Education Center and the facility being built by the City of Pearland for the UHCL branch campus in Pearland.

FY 2009 Budget Initiatives

- *Campus Facilities (\$1,146,486 HEAF)*
Facility improvements will include renovation projects for ADA compliance and furniture and equipment replacement, as well as two science labs (a Micro/Molecular Biology Lab and an Environmental Biology Lab) and an associated prep room.
- *University Computing (\$678,471 HEAF)*
Computer resources will be enhanced with staff computing upgrades, new network and server projects, and enhancements to instructional technology. Our strategy is to use HEAF funds only for technology infrastructure that is replenished on a regular cycle. Lab and classroom computers as well as faculty and staff desktop computers are replaced on a three-year cycle. Servers and network equipment are on a five-to-eight-year cycle.
- *Campus Security (\$42,051 New Resources)*
New funds will be used to conduct campus emergency preparedness training for officers and purchase safety equipment.
- *PeopleSoft Project Support (\$70,000 New Resources, \$297,786 HEAF)*
In order to increase service and responsiveness to our students while also providing timely student information to faculty and staff, a staff position of programmer for the PeopleSoft Student System will be funded for fiscal year 2009. HEAF funds are used to support the UH System PeopleSoft financial, human resource, and student systems.
- *Capital Renewal and Deferred Maintenance (\$1,265,000 HEAF)*
Major projects will include replacement of air handling units, creating chiller redundancy, and replacement of ceiling tiles and lighting fixtures. These projects will enhance energy efficient operations.

- *Operations Support (\$221,133 New Resources)*
Operational support funding will be used for the system service charge and our credit card processing operations.
- *Faculty and Staff Benefits (\$255,187 New Resources)*
The new funding is needed to provide benefits for faculty and staff positions added for fiscal year 2009 since all new positions are funded locally.

Priority 3. Investment of Resources in FY 2009 Budget Initiatives

	New Resources	HEAF	Total
Campus Facilities		\$1,146,486	\$1,146,486
University Computing		678,471	678,471
Campus Security	\$42,051		42,051
PeopleSoft Project Support	70,000	297,786	367,786
Capital Renewal and Deferred Maintenance		1,265,000	1,265,000
Operations Support	221,133		221,133
Faculty and Staff Benefits	255,187		255,187
Total	\$588,371	\$3,387,743	\$3,976,114

Priority 4. Community Advancement

Context

The University of Houston-Clear Lake strives to be a partnership-oriented and community-minded university by taking the university into the community and by bringing the community into the university. A key aspect of this philosophy is building working relationships into partnerships that are mutually-beneficial and sustainable. UHCL has created centers and institutes to organize university resources to meet community needs. Key examples of this concept include the Environmental Institute of Houston, the Center for Advanced Management Programs, the Art School for Children and Young Adults, the Center for Educational Programs and the Psychological Services Clinic among others. UHCL also responds to the community by developing academic programs to meet the needs of employers. Recent examples of new program development include a doctoral degree in educational leadership, master's degrees in biotechnology, digital media studies, and engineering management, and a bachelor's degree in public service leadership.

For fiscal year 2009, UHCL will seek to expand its donor base, enhance relationships with economic development organizations, increase its outreach in health services, support the arts, and enrich relationships with community colleges and area school districts. Major new endeavors for next year include:

- Construction of a facility to house the Bay Area Houston Technology and Education Center in partnership with the Bay Area Houston Economic Partnership. The activities of this center will coincide with UHCL's academic programs and outreach activities in our School of Business and School of Science and Computer Engineering.
- Co-location of the Pearland Economic Development Corporation on the UHCL Pearland branch campus. Steps will be taken to bring university resources related to economic development to the City of Pearland's business and government organizations.
- Development of the Center for Autism and Developmental Disabilities. The center will be working in partnership with the Mental Health and Mental Retardation Authority of Harris County, which received a \$1.25 million grant from the Texas Department of Assistive and Rehabilitative Services to fund this partnership during fiscal year 2009.

FY 2009 Budget Initiatives

- *University Advancement (\$99,000 New Resources)*
UHCL will devote additional resources in fiscal year 2009 to university advancement activities with a special emphasis on increasing the membership in the President's Cabinet which includes donors who make an individual contribution of \$1,000 or more in a calendar year. The position of assistant director of development and staff support will be funded to focus on this initiative. The President's Cabinet was established in 1998 at UHCL. The President's Cabinet Leadership and Philanthropy Awards are presented each year to those individuals who have been major supporters of key initiatives at UHCL.

Priority 4. Investment of Resources in FY 2009 Budget Initiatives

	New Resources	HEAF	Total
University Advancement	\$99,000		\$99,000

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2009 Resources

<u>Revenue Changes</u>	
General Revenue	
General Revenue Appropriation	\$ (30,023)
Tuition	
Statutory and Grad Premium Tuition	\$ (337,695)
Excessive Hours	192,010
Designated Tuition - General	2,455,995
Designated Tuition - Differential	90,560
Subtotal	<u>\$ 2,400,870</u>
Other Student Fees	\$ (253,975)
Other Revenue Changes	\$ 288,410
Net Reallocations/Shifts/Uses	\$ 73,486
Total New Funds for Allocation	<u><u>\$ 2,478,768</u></u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access and Success	
Faculty	\$ 176,200
Student Recruitment and Advising	375,567
Student Financial Assistance	954,070
Enrollment Management	125,000
	<u>\$ 1,630,837</u>
Priority 2. Academic and Research Excellence/National Competitiveness	
School of Business Accredited Programs	86,000
School of Education Doctoral Program	74,560
	<u>\$ 160,560</u>
Priority 3. University Infrastructure and Administration	
Campus Security	\$ 42,051
PeopleSoft Project Support	70,000
Operations Support	221,133
Faculty and Staff Benefits	255,187
	<u>\$ 588,371</u>
Priority 4. Community Engagement	
University Advancement	\$ 99,000
Total New Investments	<u><u>\$ 2,478,768</u></u>

University of Houston-Clear Lake
Appendix B - Allocation of FY 2009 HEAF

FY09 Allocation	
HEAF	\$ 6,001,338

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access and Success	
Instructional Support	
Classroom and Instructional Technology	\$ 115,000
Computing Lab Upgrades	450,000
Classroom/Lab Renovations	200,000
Academic Lab Equipment Upgrades	200,000
Off-Campus and Online Programs	73,312
	<u>\$ 1,038,312</u>
Priority 2. Academic and Research Excellence/National Competitiveness	
Teaching and Research Resources	
Faculty Computing Upgrades	\$ 250,000
Library	1,325,283
	<u>\$ 1,575,283</u>
Priority 3. University Infrastructure and Administration	
Campus Facilities	
Facilities - University Projects	\$ 817,066
Facilities ADA Compliance	59,420
Furniture & Equipment Replacement	270,000
University Computing	
Staff Computing Upgrades	150,000
Network/Server Projects	452,471
University Computing/Instructional Technology Upgrades	76,000
PeopleSoft Project Support	297,786
Capital Renewal and Deferred Maintenance	1,265,000
	<u>\$ 3,387,743</u>
Total Investments	<u>\$ 6,001,338</u>

University of Houston-Clear Lake

Appendix C - Projected Availability of Scholarships and Grants

	FY2008	FY2009
Funds from Endowed Scholarships	\$ 353,000	\$ 374,873
Texas Grant Program Scholarships	85,000	401,280
Texas Public Education Grant (TPEG)	1,038,113	1,035,440
Property Deposit Scholarships	24,375	29,161
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	537,900	697,320
Graduate Scholarships	537,192	697,838
B-on-Time Program	179,300	232,440
New Student Scholarships	161,000	236,000
Scholarships - Transfer		580,864
Alumni Annual Fund Scholarships	51,865	22,422
Cullen Leaders Scholarships	38,000	33,000
Federal College Work Study	183,000	124,000
Federal Pell Grants	3,200,000	3,500,000
Federal Supplemental Education Opportunity Grants (SEOG)	211,248	195,727
Total	\$ 6,599,993	\$ 8,160,365

University of Houston-Clear Lake
Table 1 - Summary of Sources & Uses of Funds

<u>Operating Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
Source of Funds		Dollars	Percent	
Operations	\$ 82,052,686	\$ 2,473,784	3.0%	\$ 84,526,470
Restricted	6,037,756	1,385,898	23.0%	7,423,654
Total	\$ 88,090,442	\$ 3,859,682	4.4%	\$ 91,950,124
Use of Funds				
Operations	\$ 82,052,686	\$ 2,473,784	3.0%	\$ 84,526,470
Restricted	6,037,756	1,385,898	23.0%	7,423,654
Total	\$ 88,090,442	\$ 3,859,682	4.4%	\$ 91,950,124
<u>Capital Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
Source of Funds		Dollars	Percent	
	\$ 2,932,831	\$ 242,722	8.3%	\$ 3,175,553
Use of Funds	\$ 2,932,831	\$ 242,722	8.3%	\$ 3,175,553
<u>Total Operating Budget & Capital Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
	\$ 91,023,273	\$ 4,102,404	4.5%	\$ 95,125,677

University of Houston-Clear Lake

Table 2 - Operations

Source of Funds	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 25,923,634	\$ 5,223	0.0%	\$ 25,928,857
Special Items	473,172			473,172
Tuition Revenue Bonds	3,236,224	(35,246)	-1.1%	3,200,978
State Benefits Appropriation	5,838,456			5,838,456
Subtotal State General Revenue Appropriations	35,471,486	(30,023)	-0.1%	35,441,463
Tuition and Fees				
Statutory & Graduate Premium	12,017,905	(145,685)	-1.2%	11,872,220
Lab/other Student Fees	800			800
Subtotal Tuition and Fees	12,018,705	(145,685)	-1.2%	11,873,020
HEAF	6,001,338			6,001,338
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	(107,576)	(2,912)	2.7%	(110,488)
Income on State Treasury Deposits	164,000	(51,900)	-31.6%	112,100
Fund Balance	541,536	78,502	14.5%	620,038
Subtotal General Funds	54,089,489	(152,018)	-0.3%	53,937,471
Designated				
Tuition and Fees				
Designated Tuition - General	14,526,212	2,455,995	16.9%	16,982,207
Designated Tuition - Differential	560,440	90,560	16.2%	651,000
Library Fee	792,024	(10,073)	-1.3%	781,951
Technology Fee	1,937,381	(7,554)	-0.4%	1,929,827
Major/Department/Class Fees	3,561,226	(311,197)	-8.7%	3,250,029
Subtotal Tuition and Fees	21,377,283	2,217,731	10.4%	23,595,014
Indirect Cost	184,542	(27,025)	-14.6%	157,517
Investment Income on Non-Endowed Funds	950,000	200,000	21.1%	1,150,000
Endowment Income	222,657	30,686	13.8%	253,343
Contracts / Grants / Gifts	124,030	(1,450)	-1.2%	122,580
Self Supporting Organizations/Others	1,033,243	(33,905)	-3.3%	999,338
Fund Balance	689,936	(8,819)	-1.3%	681,117
Subtotal Designated Funds	24,581,691	2,377,218	9.7%	26,958,909
Auxiliary Enterprises				
Student Fees				
Student Service Fee	2,859,607	73,620	2.6%	2,933,227
Other Student Fees	609,834	1,229	0.2%	611,063
Subtotal Student Fees	3,469,441	74,849	2.2%	3,544,290
Sales & Service - Parking	643,500			643,500
Sales & Service - Athletics/Hotel/UC/Other	894,388	36,750	4.1%	931,138
Fund Balance	323,166	28,685	8.9%	351,851
Subtotal Auxiliary Funds	5,330,495	140,284	2.6%	5,470,779
Total Current Operating Funds	84,001,675	2,365,484	2.8%	86,367,159
Interfund transfer	(1,948,989)	108,300	-5.6%	(1,840,689)
Total Sources	\$ 82,052,686	\$ 2,473,784	3.0%	\$ 84,526,470
Use of Funds by Object				
Salaries and Wages	\$ 43,067,681	\$ 1,069,767	2.5%	\$ 44,137,448
Benefits	11,147,966	351,767	3.2%	11,499,733
M&O	13,905,170	442,449	3.2%	14,347,619
Capital	4,239,144	(29,264)	-0.7%	4,209,880
Scholarships	2,509,636	1,013,023	40.4%	3,522,659
Debt Service	3,603,074	(38,221)	-1.1%	3,564,853
Utilities	3,464,669	(335,440)	-9.7%	3,129,229
Transfers	115,346	(297)	-0.3%	115,049
Total Uses	\$ 82,052,686	\$ 2,473,784	3.0%	\$ 84,526,470

University of Houston-Clear Lake

Table 3 - Restricted

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 1,805,214	\$ 1,192,605	66.1%	\$ 2,997,819
Financial Aid	3,100,609	219,857	7.1%	3,320,466
Gifts	208,822	(69,375)	-33.2%	139,447
Endowment Income	289,174	36,195	12.5%	325,369
Other Restricted	615,100	7,901	1.3%	623,001
Total Current Operating Funds	<u>6,018,919</u>	<u>1,387,183</u>	<u>23.0%</u>	<u>7,406,102</u>
Interfund Transfer	18,837	(1,285)	-6.8%	17,552
Total Sources	<u>\$ 6,037,756</u>	<u>\$ 1,385,898</u>	<u>23.0%</u>	<u>\$ 7,423,654</u>
Use of Funds by Object				
Salaries and Wages	\$ 747,977	\$ 25,151	3.4%	\$ 773,128
Benefits	89,246	16,215	18.2%	105,461
M&O	1,186,750	1,104,980	93.1%	2,291,730
Capital	24,000	(16,500)	-68.8%	7,500
Scholarships	3,989,783	256,052	6.4%	4,245,835
Total Uses	<u>\$ 6,037,756</u>	<u>\$ 1,385,898</u>	<u>23.0%</u>	<u>\$ 7,423,654</u>

University of Houston-Clear Lake

Table 4 - Capital Projects

	Project to Date (1)	FY2009 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
Arbor Building - Renovation and Expansion		\$ 1,500,000	\$ 10,094,808	\$ 11,594,808	\$ 1,000,000	\$ 10,604,808		
Subtotal New Construction	\$ -	\$ 1,500,000	\$ 10,094,808	\$ 11,594,808	\$ 1,000,000	\$ 10,604,808	\$ -	\$ -
Major Repair and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance	\$ 1,580,197	\$ 1,450,000		3,030,197	\$ 2,728,597			\$ 301,600
Parking Lot/Roadway Maintenance	259,581	225,553		485,134				485,134
Subtotal Major Repairs & Rehabilitation	\$ 1,839,778	\$ 1,675,553	\$ -	\$ 3,515,331	\$ 2,728,597	\$ -	\$ -	\$ 786,734
Total	\$ 1,839,778	\$ 3,175,553	\$ 10,094,808	\$ 15,110,139	\$ 3,728,597	\$ 10,604,808	\$ -	\$ 786,734

(1) Project expenditures to date, estimated through August 31, 2008

University of Houston-Clear Lake
Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2008 Budget	-----Change-----		FY2009 Budget
		FTE	Percent	
Faculty	191	3	1.6%	194
Part-time Faculty	95	2	2.1%	97
Professional Staff	241	15	6.2%	256
Classified Staff	276	2	0.7%	278
Temporary Staff	99	(7)	-7.1%	92
Total	902	15	1.7%	917

University of Houston-Clear Lake
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2005	FY2006	FY2007	FY2008	FY2009	FY09 vs FY08
	Actuals	Actuals	Actuals	Budget	Budget	Change
Semester Credit Hours						
Upper Division	90,948	94,384	92,811	92,139	91,365	(774)
Masters	58,436	57,256	57,497	57,107	56,609	(498)
Total	149,384	151,640	150,308	149,246	147,974	(1,272)
Semester Credit Hours-On/Off Campus						
On Campus	132,155	127,862	121,593	121,825	118,379	(3,446)
Off Campus	17,229	23,778	28,715	27,421	29,595	2,174
Total	149,384	151,640	150,308	149,246	147,974	(1,272)
Fall Headcount	7,785	7,853	7,706	7,706	7,523	(183)
Fall FTE	4,680	4,743	4,638	4,638	4,586	(52)

Note: The FY2009 Budget is based on flat enrollment for fall, spring, and summer as compared to FY08 projected actuals.

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

Sources	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Current Year Revenue	\$ 2,830,910	\$ 72,882	2.6%	\$ 2,903,792
Budgeted Fund Balance	73,166	28,685	39.2%	101,851
Total Sources	\$ 2,904,076	\$ 101,567	3.5%	\$ 3,005,643
Allocations				
AVP, Student Affairs	\$ 123,190	\$ 18,485	15.0%	\$ 141,675
Career and Counseling	703,387			703,387
Financial Aid	494,693			494,693
Health Service	282,272			282,272
Intercultural/International Student Serv	194,520			194,520
Student Life	249,460			249,460
Orientation and Welcome Week	10,000			10,000
Annual Leadership Conference	12,500			12,500
Dean of Students	390,893			390,893
Student Cultural Arts	20,000			20,000
Student Government Association	22,500			22,500
Fitness and Wellness	53,797			53,797
Student Life Programs	14,120			14,120
Student Publications	72,814			72,814
Women's Services	11,277	37,822	335.4%	49,099
Utilities	90,000			90,000
Custodial	27,974			27,974
Administrative Charge	104,160			104,160
System Service Charge	23,000			23,000
SGA Executive Council	2,500			2,500
SSF Unallocated	1,019	45,260	4441.6%	46,279
Total Allocations	\$ 2,904,076	\$ 101,567	3.5%	\$ 3,005,643

University of Houston-Clear Lake

Note to Table 2: Operations Expenditures By Organization

NOTE 1

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 792,519			\$ 792,519
University Advancement	1,055,450	99,000	9.4%	1,154,450
Subtotal President	1,847,969	99,000	5.4%	1,946,969
Academic Affairs				
Information Resources	345,872			345,872
University Computing	5,261,557	177,607	3.4%	5,439,164
Library	3,175,377	38,658	1.2%	3,214,035
Sr. VP and Provost	2,929,085	(54,856)	-1.9%	2,874,229
Student Services	3,215,211	101,623	3.2%	3,316,834
Enrollment Management	6,077,040	1,221,089	20.1%	7,298,129
Academic Affairs	500,213			500,213
Business	9,002,365	118,481	1.3%	9,120,846
Education	6,454,908	89,657	1.4%	6,544,565
Human Sciences and Humanities	6,928,548	102,962	1.5%	7,031,510
Science and Computer Engineering	5,795,324	16,980	0.3%	5,812,304
Subtotal Academic Affairs	49,685,500	1,812,201	3.6%	51,497,701
Administration and Finance				
VP Administration & Finance	5,618,742	735,409	13.1%	6,354,151
Facilities Management & Construction	4,904,344	(292,874)	-6.0%	4,611,470
Utilities	3,464,669	(335,440)	-9.7%	3,129,229
Subtotal Administration & Finance	13,987,755	107,095	0.8%	14,094,850
Other				
Information System Project to UHSA	230,842			230,842
Unallocated: Other	57,206	55,067	96.3%	112,273
Debt Service	3,603,074	(38,221)	-1.1%	3,564,853
System Service Charge	1,255,535	151,133	12.0%	1,406,668
Other Transfers	115,346	(297)	-0.3%	115,049
Staff Benefits	9,678,576	255,187	2.6%	9,933,763
Fund Balance Contingency	1,250,000	78,502	6.3%	1,328,502
Insurance Premiums	340,883	(45,883)	-13.5%	295,000
Subtotal Other	16,531,462	455,488	2.8%	16,986,950
Total Uses	\$ 82,052,686	\$ 2,473,784	3.0%	\$ 84,526,470

University of Houston-Clear Lake
Note to Table 3: Restricted Expenditures By Organization

NOTE 2

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 5,302	\$ 425	8.0%	\$ 5,727
University Advancement	11,171	417	3.7%	11,588
Subtotal President	16,473	842	5.1%	17,315
Academic Affairs				
Information Resources	298,810	(20,383)	-6.8%	278,427
Library	204,422	(18,730)	-9.2%	185,692
Enrollment Management	4,157,472	1,037,055		5,194,527
Business	56,012	164	0.3%	56,176
Education	226,122	662,429	293.0%	888,551
Human Sciences & Humanities	290,719	116,419	40.0%	407,138
Science and Computer Engineering	765,226	(397,298)	-51.9%	367,928
Subtotal Academic Affairs	5,998,783	1,380,498	23.0%	7,378,439
Administration and Finance	22,500	5,400	24.0%	27,900
Total Uses	\$ 6,037,756	\$ 1,385,898	23.0%	\$ 7,423,654

6.1 WORKLOAD POLICY FOR FACULTY (University of Houston Clear Lake)

Approved by University Council May 8, 1997

1.0 Purpose and Scope

The purpose of this policy is to provide guidelines for the assignment of workload for full time non-tenure and tenure track faculty. A separate policy applies to part time faculty and is given in the faculty handbook.

2.0 Policy Statement

The faculty and administration of the University of Houston-Clear Lake adhere to the following guidelines to ensure the delivery of the highest quality instructional program possible to students and to promote scholarship and professional service.

3.0 Responsibility for Administration of Policy

The deans of the schools, in collaboration with their respective associate deans, are responsible for implementing procedures to ensure adherence to the university workload policy for faculty. The deans are responsible to the senior vice president and provost who has overall responsibility for UHCL's workload policy, including academic assignments. The office of the Senior Vice President and Provost is responsible for preparing the faculty workload reports, based on the information provided by the schools.

Within their areas of responsibility, the deans certify that faculty have been assigned professional duties that are appropriate to the individual faculty member and which ensure effective management of the academic component.

3.1 Faculty: Non-Tenure Track

Normal Workload. The normal teaching load for a full-time, non-tenure track faculty member is twelve (12) semester credit hours, but deans may make exceptions for good and sufficient reasons. Visiting faculty members should have the same classroom teaching load as tenure track faculty. Other responsibilities for non-tenure track faculty will be assigned by the dean as appropriate.

3.2 Faculty: Tenure Track

Normal Workload. The normal teaching load for a full-time tenure-track faculty member is nine (9) semester credit hours per long semester. In addition to carrying the normal teaching load, faculty members are responsible for student advising and mentoring; school, university and system curriculum development; and maintaining an active involvement in research, scholarship, or creative activity. Faculty members are also responsible for service activities, such as academic program reviews; accreditation studies; shared governance; and faculty service to their profession and to the local

community. Those activities beyond the normal nine hour teaching load shall be counted as the equivalent of three (3) semester credit hours.

4.0 Course-Load Equivalencies

Definition. A course is equated to three semester credit hours.

4.1 Laboratory teaching where the faculty member is present in the laboratory with or without an assistant. Two laboratory class hours are normally equated to one semester credit hour.

4.2 Supervision of student teachers/teaching interns. Supervision of six student teachers is normally equated to one three semester credit hour course.

4.3 Supervision of student interns. Supervision of six student interns is normally equated to one three semester credit hour course with the approval of the appropriate dean. Program requirements agreed upon by the program faculty and dean will determine the specific number of interns equivalent to one course.

4.4 Independent Studies. Course-load equivalencies for faculty supervising Independent Studies will be handled by the individual schools.

4.5 Thesis direction. A faculty member will receive one course release for every 24 credit hours of thesis research completed. A faculty member cannot count one student for more than six (6) credit hours of thesis credit for purpose of this policy.

4.6 Master's Projects. Course-load equivalencies for faculty chairing Master's Projects will be handled by the individual schools.

5.0 Flexible Teaching Assignments

Faculty may request, and deans may assign, with the approval of the faculty member involved, an additional course in one long-semester in return for a reduction of one course in a long semester to be decided in negotiation between the faculty member and the dean.

Tenured faculty members may request to teach an additional three hour class in order to be evaluated primarily in teaching. The weights (Research, Teaching, Service) would be negotiated with the appropriate dean's office. This agreement must be renewed each academic year. The faculty member is advised to consider the effect the choice of weights may have on promotion.

The weighting structure (Research, Teaching, and Service) plays an important role in the granting of tenure. Untenured faculty should not be assigned duties outside this structure that diminish the likelihood of being granted tenure. Additionally, untenured faculty should not be given the option to teach more courses than required by the

normal workload.

6.0 Course Releases

6.1 New tenure-track faculty.

Course releases for newly appointed, terminally-degreed, tenure-track faculty will be determined at the school level.

6.2 University Funded Course Releases.

The dean may approve an internally funded reduction in a faculty member's teaching load to allow the faculty member additional time for special research, administrative assignments, professional service, or other legitimate activity of value to the university. These assignments will be reviewed by the provost. If the provost requests a dean to release a faculty member from a course for a special assignment, then the provost will be expected to reimburse the school at a negotiated rate. Faculty are still responsible for their non-instructional duties. However, in special cases some or all non-instructional duties may be reassigned with the approval of the dean of the school involved.

6.3 Cost of Releases Not Funded by the University.

Normally, each course release must provide for funding at a rate of 1/8 of the faculty member's 9 month salary plus cost of benefits. The university may set a different funding rate for individual releases at the discretion of the appropriate dean. Faculty are still responsible for their non-instructional duties. However, in special cases some or all non-instructional duties may be reassigned with the approval of the dean of the school involved.

6.4 Deans and Associate Deans

In consideration of their administrative duties, deans and associate deans normally teach one course per semester.

6.5 Documentation

Course release approvals/disapprovals of both the appropriate dean and academic area administrator are required to be in writing. Annual reports on administrative and other course releases, approved by the provost's office, will be available in the provost's office.

UH-Downtown Proposed Mission Statement and Shared Values Guiding Planning

The following is the draft mission statement that was formulated during the past year's strategic planning process. This new mission statement will be submitted for approval to the UHS board of Regents and to the Texas Higher Education Coordinating Board later this year. The University's current is shown at the end of this section.

Proposed New Mission Statement and Shared Values

The University of Houston-Downtown educates people for careers and life through academic programs, research, and public service that are responsive to an increasingly global society. Reflecting the diversity of the greater Houston region, UHD is an inclusive community in which dedicated staff and faculty scholars actively engage and support students in undergraduate and graduate programs.

- Excellence:** UHD nurtures excellence in teaching, learning, scholarly work, and stewardship of the university for the benefit of students, the community, and the academy.
- Student Success:** UHD facilitates and supports students in achieving their full potential for academic, personal, and career growth through excellent programs.
- Inclusiveness:** UHD values diversity and promotes access to higher education through flexible and affordable programs.
- Respect:** UHD treats all individuals with respect and dignity and promotes collegiality, cooperation, and open communication.
- Integrity:** UHD is committed to the highest ethical standards in its operations and holds itself accountable to its constituencies.
- Service:** UHD promotes civic responsibility and applies its intellectual capital and talent to benefit the larger community.

UHD's Current Mission Statement

UH-Downtown (UHD) is a public, urban university committed to providing quality academic programs that serve the needs of the multicultural population of Houston and surrounding communities. It offers both undergraduate and a limited number of graduate academic degree programs that enable students to acquire the knowledge and skills needed to succeed in their chosen fields. Through instructional excellence, creative and scholarly activities, and community involvement, the university contributes to the business, scientific, economic, technological, social and cultural development of the area.

As an urban university, UH-Downtown has a special responsibility to provide educational access to those who have not had access in the past. Through flexible scheduling of courses, the innovative use of technology and distance learning opportunities, and a policy of open admissions at the undergraduate level, the university provides educational opportunities for many who might not otherwise be able to

pursue a college degree. To facilitate the academic success of both its traditional and non-traditional students, the university offers a wide range of support services and recruits a faculty and staff who are dedicated to helping students meet the rigorous standards and requirements of its programs.

In its public service and outreach activities, the university offers numerous pre-collegiate and continuing education programs that maintain and upgrade specialized skills of professionals employed in the Houston area. Through selected programs, research initiatives, and collaborative efforts, the university also seeks to broaden its domestic and international academic programs and relations.

FY 2009 University Priorities

Overview

While UH-Downtown uses a “bottom-up” planning model, unit managers are reminded at the beginning of every planning cycle that their planning initiatives should support those strategic priorities for higher education established by The Texas Higher Education Coordinating Board (THECB) and the University of Houston System. Planning guidelines also stress that plans should be both mission-driven and assessment-driven.

Because this was the second year of the biennium, units were asked only to review the two-year plans they had submitted the previous year and indicate what changes, if any, they wanted to make to them. The priorities the University Planning Council most wanted to link its spending recommendations to were those that had had been identified during UHD's own strategic planning process. While a final strategic planning document has not yet been published, a brief summary outlining the general directions the university should be pursuing did provide some basis for establishing the university's FY 2009 spending priorities. The following are the basic goals that emerged from the strategic planning process.

I. Helping Students Succeed

The Leadership Team felt strongly that a top priority for UHD must be maintaining and re-examining what it means for students to be successful in today's educational, professional, and community environments. The recommended strategies and actions tend to revolve around the notion of engagement, both internally and externally. It is advantageous to the student, the institution and the community when students are encouraged to build relationships with those entities.

II. Supporting Faculty and Staff

The Leadership Team acknowledge the critical role faculty and staff play at a higher education institution by including a number of measures aimed at strengthening and nurturing those bodies. The spirit of the plan calls for investing in a culture of professional and personal development in which well-qualified and diverse faculty and staff will thrive and therefore contribute to student and institutional success.

III. Building a Campus Community

UHD has always prided itself on being a close-knit community. That concept has been challenged as we have grown in enrollments, buildings and teaching locations. Significant effort has gone into providing additional space for our growing student body. With the latest addition to the physical plant, the Shea Street Building, UHD has been recognized as a force in helping to reshape and revitalize Downtown Houston's north end. A high priority of the planning team was to maintain UHD's small campus feel, so that it remained a true campus community and did not become a disconnected collection of teaching sites.

IV. Strengthening Community Relations

At no time in history has it been more critical for universities to be recognized as partners within their communities. It is important for UHD to inform the community about what it can offer in the way of professional and cultural resources, along with workforce development. It is equally important for the university to continue to build strategic alliances that will position its graduates well for their transition from being successful members of the university community to being successful members of the larger community.

While many of the spending initiatives listed in the following pages represent the continuation of long-standing commitments, a number of items do specifically address concerns that were identified during this year's strategic planning process. Examples include an improved web site, an alumni office, better advising, more support for evening and off-campus students, and campus safety. In ranking the university planning priorities for FY2009, the University Planning Council did give special consideration to those initiatives that most directly supported the priority needs that had been identified during the strategic planning process. The following groupings include items that were submitted as part of the FY2008/FY2009 plan developed during the 2006-2007 academic year, as well as new items that have been added as a result of the planning activities undertaken over this past year.

PRIORITY 1: STUDENT ACCESS AND SUCCESS

- Advising and Scholarship Support
- Support for Academic Programs
- Student Support Services
- Library Support
- Support for Student Labs and Classroom Equipment
- Facilities to Accommodate Continued Growth
- New Faculty Positions
- Competitive Faculty Salaries

PRIORITY 2: ACADEMIC AND RESEARCH EXCELLENCE

- Faculty Research and Professional Development Support

PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

- Ongoing Physical Plant Maintenance and Upgrades
- Providing Campus Security
- Faculty Technology Support
- Ongoing Technology Maintenance and Upgrades
- Staff Support
- General Administration and Operations

PRIORITY 4: COMMUNITY ENGAGEMENT

- UHD Website package
- Alumni Office
- Recruitment and Outreach Activities
- Support for Community Events on Campus

These priorities are described in greater detail in the next section.

Priority 1. Student Access and Success

Context

The single greatest challenge facing UHD is the challenge facing the state as a whole - the need to "Close the Gaps" in Texas higher education by enrolling and graduating more students, especially students from the state's rapidly growing minority communities. The University is continually searching for additional support programs and services to enhance student learning and enable more students to achieve their academic goals.

UHD's total enrollment has increased by 40% over the past ten years and now stands at 11,793. Further, the 1,957 students who earned a degree from UHD in FY 2007 represented a 140% increase over the 896 who graduated in ten years earlier. Minority graduates have increased at an even higher rate—from 407 to 1036 or about 185% for the same time frame. UHD leads its institutional peers in the production of STEM graduates. As the university prepares for the new biennium, its highest priority will continue to be on providing those programs and support services that will enable students to achieve their academic objectives and become productive and responsible members of society. With a student body that is 37% Hispanic, 27% African-American, 24% White, and 10% Asian, UHD remains the most ethnically diverse university in the state. Over 60 percent of UHD students are first-generation college students. Three-fourths of them have jobs and about half attend on a part-time basis. Many would not be in higher education were it not for UHD.

While providing access has always been fundamental to UHD, it does not come at the expense of excellence. As evidence, the National Science Foundation (NSF) has recognized the efforts of UHD's Scholar's Academy in providing a foundation for students in their pursuit of undergraduate, graduate, and career opportunities in Science, Technology, Engineering, and Mathematics (STEM) degree programs. The program was featured in the National Science Foundation's Budget Request to the White House for Fiscal Year 2008 as a model for undergraduate science education for women and minorities.

As an urban commuter university, UH-Downtown recognizes that it has a special responsibility to provide educational access to those who have not had access in the past. One element of accessibility is cost, and UHD prides itself on being among the best values in Texas public higher education. UHD chose not to increase tuition for FY2009, although adjustments to selected mandated fees resulted in an overall 4.2% increase – or \$84 - for a student taking 12 SCHs. Of the \$6 million of new operating funds that UHD will apply in FY2009, approximately one-half, or \$3 million, is directly attributable to the enrollment growth experienced in FY2008 and expected for FY2009.

The University's FY 2009 budget reflects its commitment to student success in the priority that it gives to academic support areas such as scholarships, advising, library resources, instructional technologies, and other academic program support initiatives. The University's strategic plan identifies helping students succeed as its first priority, commits the institution to providing the kind of nurturing environment that encourages the development of students as scholars and leaders within their communities, and supports students in achieving their full potential through excellent academic programs. The following budget initiatives represent some of the ways the University is going about fulfilling those commitments.

FY 2009 Budget Initiatives

- *Advising and Scholarship Support (\$298,600 New Resources)*
 Advising emerged as a major area of concern during the university's strategic planning process. UHD's advising support has not kept up with its increasing enrollments and with the increased number of students pursuing and completing degrees. Students are much more likely to complete degree requirements in a timely manner if they have regular access to quality advising. The 20% scholarship set-aside from designated tuition has also been included here. Not included is the nearly \$9 million in scholarships awarded from other sources.
- *Support for Academic Programs (\$375,200 New Resources, \$260,070 HEAF)*
 A distribution model is used to allocate a portion of university HEAF funds to meet the academic equipment needs of the colleges. M&O budgets were also increased for FY2009 to ensure that colleges have the materials/services needed to carry out their academic missions. A special category of academic support involves online instruction. Enrollment in online courses has been grown at a rate of 20% per year over the past three years, resulting in increased demand for support services.
- *Student Support Services (\$215,037 New Resources)*
 Additional funds generated through the Student Service Fee and University Center Fee are allocated by committees which include students as members. These new funds will be used to support initiatives coming out of the Student Services and Enrollment Management division.
- *Library Support (\$116,517 New Resources, \$1,983,971 HEAF)*
 Increased library funding will support the university's growth in enrollment, the implementation of new degree programs, and the increasing use of technology in the delivery of services.
- *Lab and Classroom Equipment (\$1,156,000 HEAF)*
 To ensure that students are prepared for the technology-based workplace, the university is committed to providing them with access to current technology in ways that will best enrich their educational experience. The University is equally committed to providing the laboratory facilities needed to support its science and technology programs, and during FY2009 planning established a process for replacing science equipment on a systematic basis, similar to what is done for the computing labs.
- *Facilities to Accommodate Continued Growth (\$100,000 New Resources, \$1,870,000 HEAF)*
 The major construction project scheduled for FY2009 is the completion of the library expansion in the One Main Building (OMB). Also included in this grouping is the second installment of a 5-year, \$500,000 gift from the Rockwell Foundation in support of the UHD library project, which will be used to enhance technology in the group study rooms. The University continues to operate with a space deficit that will only be exacerbated as its enrollments continue to grow. Providing adequate space to meet the demands of its growing student body will be a continuing challenge for the University.
- *New Faculty Positions (\$810,000 New Resources)*
 UHD continues to have a small number of full-time, tenure-track faculty compared to universities serving similar-sized student bodies. Ten new faculty positions included in the FY 2009 budget are needed just to keep pace with the university's growth in enrollment.
- *Competitive Faculty Salaries (\$1,122,056 New Resources)*
 UHD uses the faculty salary survey conducted by the College and University Personnel Association (CUPA) to benchmark its salaries against those paid at other public master's level universities. After

these CUPA adjustments and any promotion-related increases are made to base salaries, merit pay raises will be awarded on the basis of a faculty member's current year performance evaluation rating. The minimum salaries paid to adjunct faculty members are also being raised to ensure that UHD is able to provide students with the highest quality of adjunct instruction possible.

Priority 1. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Advising and Scholarship Support	\$298,600		\$298,600
Support for Academic Programs	375,200	\$260,070	635,270
Student Support Services	215,037		215,037
Library Support	116,517	1,983,971	2,100,488
Lab and Classroom Equipment		1,156,000	1,156,000
Facilities to Accommodate Growth	100,000	1,870,000	1,970,000
New Faculty Positions	810,000		810,000
Competitive Faculty Salaries	1,122,056		1,122,056
Total	\$3,037,410	\$5,270,041	\$8,307,451

Priority 2. Academic and Research Excellence

Context

The University is committed to supporting faculty research directed at improving student success. Such support is provided through its Office of Sponsored Programs, through a HEAF set-aside for matching grants, and through a limited number of internally funded grants. One of the recommendations coming out of the university's strategic planning process was to expand faculty development and research support.

FY 2009 Budget Initiatives

- *Faculty Research and Professional Development Support (\$84,000 New Resources, \$50,000 HEAF)*
To recruit and retain top faculty members, the university must provide appropriate support as well as pay adequate salaries. Because of its commitment to instructional excellence and student success, UHD seeks grants and funded research that will best complement its educational mission.

Priority 2. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Faculty Research and Professional Development	\$84,000	\$50,000	\$134,000

Priority 3. University Infrastructure and Administration

Context

Success in promoting student access and success, and achieving academic and research excellence, requires that the university provide high quality facilities and administrative support. Well-designed and maintained facilities are important to the satisfaction of faculty, staff and students, and are also important to overall institutional effectiveness. The University's FY2009 plan provides for the continued maintenance and security of the existing physical plant, and supports initiatives that lead to increased administrative efficiency and better business practices.

For facilities to be conducive to learning, they must be situated in an environment where students, faculty and staff feel safe and secure. UH-Downtown is an expanding campus located in an area of the City that presents significant safety/security challenges. The focus in recent years has been on enhancing security through technology, with HEAF funds being used for an expanded camera program and expanded electronic access control for classrooms, labs, and selected administrative areas.

The university has made significant investments over the years to upgrade its technology infrastructure, and it continues to rely on incorporating new technology to gain competitive advantage and provide better service. Having made these investments, the university must continue to fund its comprehensive technology renewal plan at an appropriate level if it is to protect its investments and maintain an up-to-date technology environment. Reliable, secure technology has become increasingly important in all aspects of university operations.

While these infrastructure and administrative initiatives are listed here as a separate priority, many of them are closely tied to the earlier priorities related to supporting student success and providing faculty and staff support.

FY 2009 Budget Initiatives

- *Ongoing Physical Plant Maintenance and Upgrades (\$94,000 New Resources, \$1,301,932 HEAF)*
UHD continuously seeks to identify facilities maintenance needs and systematically address them. Top priorities for FY2009 include adding a fourth cell to the cooling tower that serves the One Main Building (OMB) complex and installing digital HVAC controls on two of the floors in the OMB.
- *Providing Campus Security (\$28,500 New Resources, \$339,500 HEAF)*
The University is committed to providing the security needed to protect the investments it has made in its physical plant and to provide a safe environment for its students, faculty and staff. While the actual amount of crime committed on campus is relatively low, crime is a major concern of many on campus, especially those who teach or take classes in the evening.
- *Faculty Technology Support (\$286,000 HEAF)*
UHD has implemented technology standards in order to facilitate electronic communication and streamline technology support. The university's Desktop Project, begun in FY1997, provides faculty with the basic level of computing support (word processing, spreadsheet and database programs) needed to effectively perform job responsibilities. It provides for an orderly upgrade of hardware and software through centralized purchases.
- *Ongoing Technology Maintenance and Upgrades (\$348,600 New Resources, \$1,300,000 HEAF)*

Significant expenditures must be made each year to maintain and update the university's existing investments in technology. The computer-related equipment on which the university depends for its instructional program and administrative operations has a short shelf life and must be replaced in a systematic manner.

- *Staff Support (\$1,247,140 New Resources)*

Three years ago UHD contracted with Deloitte LLP to conduct a staff compensation study and began implementation of the study's findings in its FY2007 budget. In FY2008 the university budgeted 60% of the amount needed to fully fund the Deloitte recommendations for staff, and the FY2009 budget continues to address the market inequities that were identified by Deloitte. A 2% pool will be provided for merit raises based on current year performance evaluations. After all market and merit adjustments are made in base salaries, staff members will receive a 2% across-the-board pay increase.

- *General Administration and Operations (\$510,292 New Resources, \$424,250 HEAF)*

To support the ongoing operations of the university, funding must be provided for general administrative expenses. As student enrollment increases and university operations become more complex, new staffing arrangements are needed to improve administrative effectiveness and efficiency.

Priority 3. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Plant Maintenance and Upgrades	\$94,000	\$1,301,932	\$1,395,932
Providing Campus Security	28,500	339,500	368,000
Faculty Technology Support		286,000	286,000
Technology Maintenance and Upgrades	348,600	1,300,000	1,648,600
Staff Support	1,247,140		1,247,140
General Administration and Operations	510,292	424,250	934,542
Total	\$2,228,532	\$3,651,682	\$5,880,214

Priority 4. Community Engagement

Context

During its strategic planning process, the strengthening of the University's image and level of engagement in the community were recognized as basic goals the institution needed to more aggressively pursue. The plan's executive summary stressed the need for UHD "to inform the community about what it can offer in the way of professional and cultural resources, along with workforce development." It also noted that it was equally important for the university to continue to build strategic alliances that will help its graduates to make a successful transition from membership in the university community to that of the larger community.

UH-Downtown has a long history of civic engagement and has always prided itself on its community partnerships and other community connections. UHD's name appeared on the President's Honor Roll for Higher Education Community Service in February of 2008. The President of the United States recognized and congratulated UHD for the extraordinary community service contributions of its students, faculty, and staff in meeting critical community and national needs. The Honor Roll is sponsored by the Corporation for National and Community Service, the U.S. Department of Education, and U.S. Department of Housing and Urban Development, U.S.A Freedom Corporation, and the President's Council on Service and Civic Participation. To gain greater recognition for the many civic activities in which it is engaged, the University is currently seeking the new Carnegie Foundation classification for universities distinguished by their level of civic engagement.

The main challenge facing the university is not securing the new Carnegie classification, but in changing the way it is perceived within the local community. The Strategic Planning leadership group suggested that a major obstacle to the University's ability to advance was its lack of a distinct identity and the confusion that exists over its status as a free-standing university within the University of Houston System. The following initiatives are some of the initial steps the university will be taking to promote a better understanding of who it is and expand its engagement with the Houston community.

FY 2009 Budget Initiatives

- *UHD Website Package (\$328,000 New Resources, \$125,000 HEAF)*

The first contact many have with a university is through its website. UHD's current website design was developed almost ten years ago and the website needs to be totally redesigned. The new website will take advantage of recent advances in web technology and design, incorporate personalization and interactivity, develop database driven web content and toolsets, and provide an infrastructure that facilitates web content maintenance. The website will be designed both to present a more appealing picture of the university to outside viewers and to better serve the needs of current students, faculty and staff.
- *Alumni Office (\$98,000 New Resources)*

UHD has never had a full-time position responsible for alumni operations, even though it now graduates over 2,000 students a year. Not maintaining an ongoing relationship with its graduates was identified as a serious institutional shortcoming during the strategic planning process. Since most UHD alumni remain in the Houston community, alumni engagement constitutes an important component of any community engagement strategy. UHD believes that by investing resources to

build an active alumni base, it will both strengthen its recognition in the community and give it additional resources to draw upon to support its educational mission.

- *Recruitment and Outreach Activities (\$130,000 New Resources)*

A high percentage of the area's college-going population lives in the city's outlying areas. While over 40% of UHD's students live outside the Beltway, many living in these outlying areas continue to perceive UHD as an institution serving the downtown and inner city neighborhoods. Additional funds are being budgeted in FY2009 for recruitment materials, and to bring more high school and community college advisors for on-campus visits to promote UHD as a university for the whole Houston metropolitan area. With the increase in gasoline prices, more students will be looking for educational programs that are close to where they live. UHD continues to work with community colleges throughout the region to identify areas in which it can deliver the coursework at the community college site where students earned their lower-division credits

- *Support for Community Events on Campus (\$81,300 New Resources, \$175,000 HEAF)*

The University hosts a variety of external events during the year and wants those attending these events to have as positive an experience as possible. Maintaining attractive meeting facilities and providing excellent service will help strengthen UHD's reputation as an institution committed to providing a high level of quality in all of its activities.

Priority 4. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
UHD Website Package	\$328,000	\$125,000	\$453,000
Alumni Office	98,000		98,000
Recruitment and Outreach Activities	130,000		130,000
Support for Community Events on Campus	81,300	175,000	256,300
Total	\$637,300	\$300,000	\$937,300

University of Houston-Downtown
Appendix A - Allocation of New FY 2009 Resources

Revenue Changes	
General Revenue	
General Revenue Appropriation	\$ (26,796)
Tuition - State Mandated	557,653
Subtotal	<u>\$ 530,857</u>
Tuition	
Designated Tuition	\$ 746,614
Designated Other	1,138,106
Utility Surcharge	(166,077)
Auxiliary-SSF,UCF	309,917
Subtotal	<u>\$ 2,028,560</u>
Other	
Investment Income	\$ 100,000
Gift (Rockwell)	100,000
Subtotal	<u>\$ 200,000</u>
Total New Funds	<u>\$ 2,759,417</u>
FY 2008 Growth Dollars	\$ 1,444,676
Reallocations:	
UHS Service Charges	\$ 300,000
Utilities	400,000
Debt Service use Fund Balance for Last Yr	720,000
Other	137,000
Subtotal	<u>\$ 1,557,000</u>
Budgeted Fund Balance	\$ 226,149
Total New Funds for Allocation	<u><u>\$ 5,987,242</u></u>

Priority/Initiative	Allocation
Priority 1. Student Success & Access	
Advising & Scholarship Support	\$ 298,600
Support for Academic Programs	375,200
Student Support Services	215,037
Library Support	116,517
Facilities to Accommodate Growth	100,000
New Faculty Positions	810,000
Competitive Faculty Salaries	1,122,056
Subtotal	<u>\$ 3,037,410</u>
Priority 2. Academic and Research Excell.	
Faculty Research & Prof. Development Support	\$ 84,000
Priority 3. University Infrastructure & Administration	
Ongoing Physical Plant Maint. & Upgrades	\$ 94,000
Providing Campus Security	28,500
Ongoing Technology Maint. & Upgrades	348,600
Staff Support	1,247,140
General Administration & Operations	510,292
Subtotal	<u>\$ 2,228,532</u>
Priority 4. Community Engagement	
UHD Website Support Package	\$ 328,000
Alumni Office	98,000
Recruitment & Outreach Activities	130,000
Support for Community Events on Campus	81,300
Subtotal	<u>\$ 637,300</u>
Total New Investments	<u><u>\$ 5,987,242</u></u>

University of Houston-Downtown
Appendix B - Allocation of FY 2009 HEAF

<u>FY09 Allocation</u>		
HEAF	\$	9,628,151
UHS charges		(356,428)
Total Available	\$	<u>9,271,723</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Success & Access	
Support for Academic Programs	\$ 260,070
Library Support	1,983,971
Lab and Classroom Equipment	1,156,000
Facilities to Accommodate Growth	1,870,000
Subtotal	<u>\$ 5,270,041</u>
Priority 2. Academic and Research Excell.	
Faculty Research & Prof. Development Support	\$ 50,000
Priority 3. University Infrastructure & Administration	
Ongoing Physical Plant Maint. & Upgrades	\$ 1,301,932
Providing Campus Security	339,500
Faculty Technology Support	286,000
Ongoing Technology Maint. & Upgrades	1,300,000
General Administration & Operations	424,250
Subtotal	<u>\$ 3,651,682</u>
Priority 4. Community Engagement	
UHD Website Support Package	\$ 125,000
Support for Community Events on Campus	175,000
Subtotal	<u>\$ 300,000</u>
Total New Investments	<u>\$ 9,271,723</u>

University of Houston-Downtown

Appendix C - Projected Availability of Scholarships and Grants

	FY2008	FY2009
TEXAS Grant	\$ 2,076,000	\$ 3,771,187
Texas Public Education Grants (TPEG)	1,900,000	1,979,630
Designated Tuition - Scholarship set-aside (20%)	1,850,000	1,587,044
<u>Endowed Scholarships</u>		
UHD endowed scholarship funds:		
Scholarship Match - Jeff Davis program (Edmonds)	\$ 128,000	\$ 73,000
AMP Match - Scholars Academy (Edmonds/Jones)	75,000	75,000
Jesse H. Jones Scholars (Jones)	75,000	200,000
Red Rose Scholarships funded through endowments	50,000	54,000
All Other UHD endowed scholarship funds	260,000	351,500
	\$ 588,000	\$ 753,500
UHD portion of shared UH System scholarship endowments	\$ 78,000	\$ 68,500
Autrey, Cullen Leadership, Cullinan, Southland, Enron Project GRAD		
Endowed scholarships held at the UH Foundation	\$ 91,000	\$ 67,000
Dykes, A/B & Hearst-UHD, Hugh Roy Cullen-UHS		
<u>Non-Endowed Scholarships</u>		
UCSS/STEM Matching Scholarship (Designated Tuition)	\$ -	
Scholarship Match - National Science Foundation (Designated Tuition)		
Teacher Education Scholarships - Cain (1)	320,000	320,000
Red Rose Scholarships (RRB proceeds)	25,000	25,000
Deans' Transfer Scholarships (RRB proceeds)	40,000	40,000
100 Club Scholarships	250,000	300,000
All Other UHD non-endowed scholarship funds:	\$ 635,000	\$ 685,000
	\$ 7,218,000	\$ 8,911,861

- (1) Gift from The Gordon and Mary Cain Foundation. FY2009 will be the 9th year of this \$3.9 million gift being paid out over 10 years.
UHD expects to process over \$13 million in PELL, SEOG, and CWSP grants in FY2009.

University of Houston-Downtown
Table 1 - Summary of Sources & Uses of Funds

<u>Operating Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
Source of Funds		Dollars	Percent	
Operations	\$ 94,437,936	\$ 6,037,499	6.4%	\$ 100,475,435
Restricted	20,833,553	(713,960)	-3.4%	20,119,593
Total	\$ 115,271,489	\$ 5,323,539	4.6%	\$ 120,595,028
Use of Funds				
Operations	\$ 94,437,936	\$ 6,037,499	6.4%	\$ 100,475,435
Restricted	20,833,553	(713,960)	-3.4%	20,119,593
Total	\$ 115,271,489	\$ 5,323,539	4.6%	\$ 120,595,028
<u>Capital Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
Source of Funds	\$ 3,400,000	\$ (198,068)	-5.8%	\$ 3,201,932
Use of Funds	\$ 3,400,000	\$ (198,068)	-5.8%	\$ 3,201,932
<u>Total Operating Budget & Capital Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
	\$ 118,671,489	\$ 5,125,471	4.3%	\$ 123,796,960

University of Houston-Downtown
Table 2 - Operations

Source of Funds	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 21,761,191	\$ 25,688	0.1%	\$ 21,786,879
Special Items	382,500			382,500
Tuition Revenue Bonds	6,525,266	(52,484)	-0.8%	6,472,782
State Benefits Appropriation	4,849,447	115,465	2.4%	4,964,912
Dedicated Appropriations-TX Grant/College Work Study	2,107,922	1,703,728	80.8%	3,811,650
Subtotal State General Revenue Appropriations	35,626,326	1,792,397	5.0%	37,418,723
Tuition and Fees				
Statutory & Graduate Premium	15,115,044	857,651	5.7%	15,972,695
Lab/other Student Fees	82,000	3,000	3.7%	85,000
Subtotal Tuition and Fees	15,197,044	860,651	5.7%	16,057,695
HEAF	9,628,151			9,628,151
Income on State Treasury Deposits	119,000	(30,000)	-25.2%	89,000
Fund Balance	327,504	(504)	-0.2%	327,000
Subtotal General Funds	60,898,025	2,622,544	4.3%	63,520,569
Designated				
Tuition and Fees				
Designated Tuition - General	21,979,863	556,614	2.5%	22,536,477
Library Fee	1,069,743	326,033	30.5%	1,395,776
Technology Fee	3,276,222	315,027	9.6%	3,591,249
Major/Department/Class Fees	2,947,604	741,888	25.2%	3,689,492
Subtotal Tuition and Fees	29,273,432	1,939,562	6.6%	31,212,994
Indirect Cost	169,148	34,478	20.4%	203,626
Investment Income on Non-Endowed Funds	591,000	59,000	10.0%	650,000
Endowment Income	55,070	4,210	7.6%	59,280
Contracts / Grants	72,011			72,011
Self Supporting Organizations/Others	1,193,500	25,000	2.1%	1,218,500
Fund Balance	453,696	715,659	157.7%	1,169,355
Subtotal Designated Funds	31,807,857	2,777,909	8.7%	34,585,766
Auxiliary Enterprises				
Student Fees				
Student Service Fee	2,950,678	294,405	10.0%	3,245,083
Recreation and Wellness Center	691,363	18,511	2.7%	709,874
Other Student Fees	110,000	25,000	22.7%	135,000
Subtotal Student Fees	3,752,041	337,916	9.0%	4,089,957
Sales & Service - Parking	780,016	84,984	10.9%	865,000
Sales & Service - Athletics/Hotel/UC/Other	1,226,000	41,980	3.4%	1,267,980
Fund Balance	97,403	28,718	29.5%	126,121
Subtotal Auxiliary Funds	5,855,460	493,598	8.4%	6,349,058
Total Current Operating Funds	98,561,342	5,894,051	6.0%	104,455,393
Interfund transfer	(4,123,406)	143,448	-3.5%	(3,979,958)
Total Sources	\$ 94,437,936	\$ 6,037,499	6.4%	\$ 100,475,435
Use of Funds by Object				
Salaries and Wages	\$ 46,324,758	\$ 3,876,352	8.4%	\$ 50,201,110
Benefits	11,461,467	1,182,070	10.3%	12,643,537
M&O	14,468,166	(715,165)	-4.9%	13,753,001
Capital	6,682,151	193,909	2.9%	6,876,060
Scholarships	6,211,127	1,742,818	28.1%	7,953,945
Debt Service	6,525,266	(52,484)	-0.8%	6,472,782
Utilities	2,765,001	(190,001)	-6.9%	2,575,000
Total Uses	\$ 94,437,936	\$ 6,037,499	6.4%	\$ 100,475,435

University of Houston-Downtown
Table 3 - Restricted

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 3,743,401	\$ (2,066,320)	-55.2%	\$ 1,677,081
Financial Aid	12,844,264	461,358	3.6%	13,305,622
Gifts	1,618,507	104,602	6.5%	1,723,109
Endowment Income	654,521	81,171	12.4%	735,692
Other Restricted	1,775,228	685,700	38.6%	2,460,928
Total Current Operating Funds	20,635,921	(733,489)	-3.6%	19,902,432
Interfund Transfer	197,632	19,529	9.9%	217,161
Total Sources	<u>\$ 20,833,553</u>	<u>\$ (713,960)</u>	<u>-3.4%</u>	<u>\$ 20,119,593</u>
Use of Funds by Object				
Salaries and Wages	\$ 1,334,529	\$ (171,780)	-12.9%	\$ 1,162,749
Benefits	266,012	(168,608)	-63.4%	97,404
M&O	5,001,946	(1,365,198)	-27.3%	3,636,748
Scholarships	14,231,066	991,626	7.0%	15,222,692
Total Uses	<u>\$ 20,833,553</u>	<u>\$ (713,960)</u>	<u>-3.4%</u>	<u>\$ 20,119,593</u>

University of Houston-Downtown

Table 4 - Capital Projects

	Project to Date (1)	FY2009 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
Major Repair and Rehabilitation								
Library Renovation - Phases I & II	\$ 1,750,000	\$ 1,750,000		\$ 3,500,000	\$ 3,300,000		\$ 200,000	\$ -
Add 4th Cell Cooling Tower - One Main Bldg		400,000	-	400,000	400,000			
Other Renovations		396,932	-	396,932	396,932			
College of Humanities and SS Renovations		100,000	-	100,000	100,000			
HVAC Control Modernization		200,000	-	200,000	200,000			
Projects Budgeted Annually	-			-				-
Capital Renewal Deferred Maintenance		355,000	-	355,000	355,000			
Subtotal Major Repairs & Rehabilitation	\$ 1,750,000	\$ 3,201,932	\$ -	\$ 4,951,932	\$ 4,751,932	\$ -	\$ 200,000	\$ -
Total	\$ 1,750,000	\$ 3,201,932	\$ -	\$ 4,951,932	\$ 4,751,932	\$ -	\$ 200,000	\$ -

(1) Project expenditures to date, estimated through August 31, 2008

University of Houston-Downtown
Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2008 Budget	-----Change-----		FY2009 Budget
		FTE	Percent	
Faculty	220	6	2.7%	226
Part-time Faculty	229	7	3.1%	236
Professional Staff	218	22	10.1%	240
Classified Staff	245	6	2.4%	251
Temporary Staff	135	(2)	-1.5%	133
Total	1,047	39	3.7%	1,086

University of Houston-Downtown
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2005 Actuals	FY2006 Actuals	FY2007 Actuals	FY2008 Budget	FY2009 Budget	FY09 vs FY08 Change
Semester Credit Hours						
Lower Division	126,550	121,833	117,001	131,253	135,689	4,436
Upper Division	124,411	132,213	135,348	129,632	133,809	4,177
Masters	2,187	1,791	1,542	1,618	1,880	262
Total	253,148	255,837	253,891	262,503	271,378	8,875
Semester Credit Hours-On/Off Campus						
On Campus	228,347	227,668	222,406	236,865	245,026	8,161
Off Campus	24,801	28,169	31,485	25,638	26,352	714
Total	253,148	255,837	253,891	262,503	271,378	8,875
Fall Headcount	11,408	11,484	11,449	11,797	12,143	346
Fall FTE	7,655	7,746	7,723	7,742	7,967	225

University of Houston-Downtown
Table 7 - Allocation of Student Service Fee

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Sources				
Current Year Appropriations	\$ 2,958,678	\$ 291,405	9.8%	\$ 3,250,083
Remissions/Exemptions	(8,000)	3,000	-37.5%	(5,000)
Other Income	190,000	25,000	13.2%	215,000
Budgeted Fund Balance	2,403	20,951	871.9%	23,354
Total Sources	\$ 3,143,081	\$ 340,356	10.8%	\$ 3,483,437
Allocations				
Bayou Review	\$ 9,760	\$ -		\$ 9,760
Call Center	41,600	78,400	188.5%	120,000
Campus Activities Board	43,400			43,400
Career Services	261,315	31,860	12.2%	293,175
Clubs and Organizations	77,023	5,000	6.5%	82,023
Disabled Student Services	19,795	1	0.0%	19,796
Drama Production	37,755	2,270	6.0%	40,025
Financial Aid Office	826,532	55,330	6.7%	881,862
Graduation/Diplomas	135,400	25,000	18.5%	160,400
Handbook	8,000			8,000
One Main Event	38,000			38,000
Registrar - SSF	245,621	(60,716)	-24.7%	184,905
Student Academic Competition	13,000			13,000
Student Activities	319,885	51,804	16.2%	371,689
VP Student Services/Enroll Mgmt	266,909	144,785	54.2%	411,694
Student Assistant Program	227,000	(29,000)	-12.8%	198,000
Student Awards	3,000			3,000
Student Government	31,945			31,945
Student Health Service	268,182			268,182
Student Newspaper	35,870			35,870
Student Services	110,416	15,591	14.1%	126,007
Utilities/Other Overhead	83,406	(2,450)	-2.9%	80,956
Unallocated		11,850		11,850
Volunteer Center	39,267	10,631	27.1%	49,898
Total Allocations	\$ 3,143,081	\$ 340,356	10.8%	\$ 3,483,437

University of Houston-Downtown
Note to Table 2: Operations Expenditures by Organization

NOTE 1

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 1,369,731	\$ 57,618	4.2%	\$ 1,427,349
University Advancement	664,547	(64,875)	-9.8%	599,672
Public Affairs	751,069	217,218	28.9%	968,287
Employment Services and Operations	1,219,940	139,016	11.4%	1,358,956
Academic Affairs				
Administration (Provost)	4,261,650	(880,556)	-20.7%	3,381,094
Business Administration	7,944,169	482,784	6.1%	8,426,953
Humanities and Social Sciences	10,079,340	706,643	7.0%	10,785,983
Public Service	4,025,066	606,700	15.1%	4,631,766
Sciences and Technology	6,767,424	605,600	8.9%	7,373,024
University College	1,140,897	151,899	13.3%	1,292,796
Subtotal: Academic Affairs	34,218,546	1,673,070	4.9%	35,891,616
Scholarships	6,211,127	1,742,818	28.1%	7,953,945
Library	3,090,994	739,072	23.9%	3,830,066
Continuing Education	832,460	54,824	6.6%	887,284
Administration				
Administration (VP Administration)	1,300,998	(591,154)	-45.4%	709,844
Budget and Procurement	405,092	78,016	19.3%	483,108
Business Affairs	1,886,769	119,730	6.3%	2,006,499
Computing and Telecommunication	6,310,559	972,159	15.4%	7,282,718
Academic Computing	4,360,819	(221,538)	-5.1%	4,139,281
Physical Plant	6,449,945	325,864	5.1%	6,775,809
Utility	2,765,001	(190,001)	-6.9%	2,575,000
Subtotal: Administration	23,479,183	493,076	2.1%	23,972,259
Student Affairs				
Administration (Student Affairs)	976,279	261,649	26.8%	1,237,928
Enrollment Services	3,152,017	269,201	8.5%	3,421,218
Student Support Services	742,351	77,032	10.4%	819,383
Student Life	1,296,109	112,968	8.7%	1,409,077
Subtotal: Student Affairs	6,166,756	720,850	11.7%	6,887,606
Staff Benefits	7,857,553	238,400	3.0%	8,095,953
Community Development	382,500			382,500
System Admin - Software Project	550,709			550,709
System Service Charges	828,322	116,984	14.1%	945,306
Insurance Premium	275,537	(32,411)	-11.8%	243,126
Debt Service	6,525,266	(773,820)	-11.9%	5,751,446
Fund Balance Contingency	13,696	715,659	5225.3%	729,355
Total Uses	\$ 94,437,936	\$ 6,037,499	6.4%	\$ 100,475,435

University of Houston-Downtown
Note to Table 3: Restricted Expenditures by Organization

NOTE 2

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 122,011	\$ 1,164	1.0%	\$ 123,175
University Advancement	9,454	101,431	1072.9%	110,885
Academic Affairs				
Administration (Provost)	285,426	36,532	12.8%	321,958
Business Administration	149,009	7,212	4.8%	156,221
Humanities and Social Sciences	211,986	(155,996)	-73.6%	55,990
Public Service	748,769	55,358	7.4%	804,127
Sciences and Technology	2,757,427	(1,863,725)	-67.6%	893,702
University College	954,391	(39,976)	-4.2%	914,415
Subtotal: Academic Affairs	5,107,008	(1,960,595)	-38.4%	3,146,413
Scholarships	13,854,120	457,919	3.3%	14,312,039
Continuing Education	-			-
Administration				
Administration (VP Administration)	20,967	256	1.2%	21,223
Physical Plant	84,100	20,000	23.8%	104,100
Subtotal: Administration	105,067	20,256	19.3%	125,323
Student Affairs				
Enrollment Services				
Student Life	665	165	24.8%	830
Subtotal: Student Affairs	665	165	24.8%	830
Fund Balance Contingency	1,635,228	665,700	40.7%	2,300,928
Total Uses	\$ 20,833,553	\$ (713,960)	-3.4%	\$ 20,119,593

Teaching Load Policy

Memo to: All UH-Downtown/PS Holders
From: Manuel T. Pacheco, President
Subject: Faculty Teaching Workload

UH-Downtown/PS 10.A.04
Issue No. 3
Effective Date: 3/1/86
Page 1 of 1

1. PURPOSE

This PS defines the policy for faculty teaching workload at the University of Houston-Downtown.

2. POLICY/PROCEDURES

2.1 General Statement of Policy

The standard workload for the faculty during each long semester is twelve semester credit hours of classroom instruction or the equivalent. Reductions in the workload of twelve semester credit hours may be approved by the vice president for academic affairs for conditions including, but not limited to, chairing an academic department; supervising special instructional laboratories; supervising directed study; conducting internships and student practicum's; coordinating special instructional programs; developing new instructional programs; and engaging in significant creative activities. Only with approval of the president will full-time faculty members who are not department chairmen be permitted to teach fewer than nine semester hours or the equivalent each long semester.

2.2 Guidelines/Principles

The following principles and guidelines are adopted by this policy to facilitate more effective teaching, increased professional development, improved academic quality, and appropriate response to enrollment growth at the University of Houston-Downtown.

2.2.1 Faculty members may be granted released time for administrative duties, special assignments, and significant creative activities. This last category includes the case of sponsored research when the sponsor provides funds for release time and/or a salary. In all cases, the granting of released time requires the recommendation of the department chair and the dean, and approval of the VPAA.

2.2.2 The department chair will regularly monitor each faculty member's student teaching load to ensure its consistency with sound pedagogical practices and the best interests of the department and the university.

2.2.3 The department chairman, in consultation with the department faculty, the appropriate dean and the VPAA, determines the maximum number of field instruction students whom a faculty member may supervise in a given semester. Any faculty member supervising the maximum number of students in a given semester will be assigned an additional teaching load not to exceed 9 semester hours or the equivalent.

2.2.4 The cumulative supervision of directed study for 10 students entitles the faculty member to a three-hour course load credit, ordinarily taken in the next long semester.

2.2.5 The department chairman, in consultation with the department faculty, the appropriate dean, and the VPAA, determines specific course equivalencies for those courses whose contact hours exceed their assigned credit hours.

2.2.6 The teaching load for department chairmen is 18 semester hours or the equivalent per year.

2.2.7 Administrators must hold faculty rank to teach and may not teach more than three credit hours per semester.

3. REVIEW AND RESPONSIBILITIES

Responsible Party (Reviewer): President

Review: As needed

Reprint of original policy statement. Signed original on file in the President's Office.

UH-Victoria Mission Statement

The University of Houston-Victoria (UHV) shares with all institutions of higher education the universal mission of teaching, research, and service. It shares with the other institutions of the University of Houston System a special responsibility to serve educational needs, to promote economic well being, and to advance the quality of life in the region.

The university's most distinctive commitment is to make higher education accessible to able students who might otherwise lack the opportunity. Its most compelling commitment is to make the quality of education they receive nonetheless competitive. The university emphasizes student learning, related research, responsiveness to student needs, and collaboration in the development and delivery of academic programs. Outreach has characterized its mission and history.

The university is an upper-level and graduate institution with selected bachelor's and master's degree programs in the Arts and Sciences, Business Administration, Education and Human Development, and Nursing. In cooperation with community colleges, which offer the first two years of instruction, the university provides an opportunity for students to complete baccalaureate degrees. At both the undergraduate and graduate levels, the university admits only students whose records demonstrate successful academic performance at the college level.

The university serves students on campus in Victoria and delivers instruction to other communities in the area. In collaboration with other UH System universities, it offers degree programs at teaching centers in greater Houston. It provides extensive course offerings, selected degree programs, learning support, and many student services entirely online.

In addition to degree programs, the university extends educational, informational, and cultural opportunities to the public through library services, outreach and professional development programs, and a variety of special events.

In reaching out to students online and onsite in multiple communities, the University of Houston-Victoria is evolving beyond location. But though its identity may have changed, its basic mission remains the same: to provide able students, often with job and family obligations, convenient access to higher education that is affordable, credible, and relevant to their lives, their communities, and their world.

Draft: New Mission Statement

(Academic Council approved/President's Cabinet reviewed & approved in July 9, 2008)

The University of Houston-Victoria provides excellent, accessible educational programs, expands knowledge, enhances economic and cultural life and engages in global, community and environmentally responsible activities.

Core Values

- Academic excellence accessible to a diverse community.
- Continuous improvement and responsiveness to emerging 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.

Standing Goals

1. Teaching and Learning

UHV will provide high-quality instruction and learning support in selected degree programs, with emphasis upon outreach, collaboration, and responsiveness to the needs of local and international communities.

2. Research and Scholarly Activities

UHV will contribute through research and scholarly activities to the advancement of knowledge in academic fields of inquiry, in teaching and learning, and in professional communities--commensurate with UHV's mission.

3. Public Service and Partnerships

UHV will help to serve the regional community's need for access to information resources, professional expertise, and continuing non-credit education; it will collaborate with other educational, entrepreneurial, governmental, and non-profit entities in promoting the educational, economic, and cultural development of the region.

4. Enrollment Management and Student Services

UHV will optimally shape the size and characteristics of the student body to ensure diversity and reflect the needs of the global leaders of tomorrow, with an emphasis on student access and success, civic engagement, and student participation through athletics, student organizations and academic success initiatives.

5. Financial and Administrative Support Services

UHV will demonstrate efficient and accountable stewardship of fiscal, human, and physical resources in its efforts to meet educational needs, to comply with oversight authorities, and to maintain public trust.

6. University Advancement

UHV will complement public support of the institution with private support; will provide accurate and timely information to institutional constituencies; and will maintain positive visibility within the regional and alumni communities.

7. Planning, Assessment, and Development

UHV will maintain systematic processes for planning and budgeting, for institutional and employee assessment, and for professional development--with the intention of ensuring competitiveness, of improving effectiveness, and of complying with the mandates of the UH System, state legislature, Coordinating Board, and regional accrediting association.

UH-Victoria Priorities for FY 2009

Overview

The University of Houston-Victoria, an upper-level and graduate institution, achieved its highest enrollment fall 2007 with a total headcount of 2,784 students and a 6.19% increase from fall 2006. The majority of UHV students works full- or part-time and takes an average of 7 credits per semester. Currently, UHV is organized into four Schools (Arts and Sciences, Business Administration, Education and Human Development, and Nursing) and offers 19 bachelor's and 12 master's degrees. Approximately half the students are undergraduates and half are graduate students. UHV graduates over 600 students each year. In 2007, 355 bachelor's degrees and 273 master's degrees were awarded.

UHV is committed to serving the coastal bend area of Texas as well as the UH System off-campus centers with quality academic programs. To continue to be responsive to students and to fulfill the requirements of the UH System strategic priorities, UHV plans to develop and offer additional academic programs; form additional partnerships with area school districts, community colleges and universities as well as hospitals and health-related organizations, business and industries; support new construction at UHSSL and in Victoria; develop and strengthen international programs and community advancement; and continue fund-raising efforts to cultivate excellence throughout the university.

The major UHV priorities for FY 2009 include:

1. Student Access and Success
 - Faculty
 - Competitive and Equitable Salaries for Faculty
 - Student Recruitment, Retention and Graduation
 - Academic Programs
 - Distance Education
 - International Education
 - Support UH System Centers at Cinco Ranch and Sugar Land
2. Academic and Research Excellence/National Competitiveness
 - Professional Development Opportunities
 - Faculty Research
3. University Infrastructure and Administration
 - Technology
 - Administrative Efficiency
 - Competitive and Equitable Salaries for Staff
 - Quality Improvements
 - Facilities
4. Community Advancement
 - American Book Review
 - LEAD (Letting Education Achieve Dreams)
 - Special Programs and Events

Priority 1. Student Access and Success

Context

As an upper-level and graduate institution, UHV serves two unique student groups. The undergraduate students (1,386 in fall 2007) and post baccalaureate students (23 in fall 2007) are transfer students who have attended one or more colleges or universities prior to enrolling at UHV. The graduate students (1,375 in fall 2007) are primarily working adults and part-time students. UHV will continue to develop new academic programs and expand off-campus and online programs to meet students' educational needs.

When UH-Downtown left UHSSL fall, 2008, UHV assumed an additional \$600,000 in operating expenses at that site. UHV took the UHSSL program leads for BBA-Business Administration, BS-Criminal Justice and BS-Education 4-8 and Secondary Education.

In 2007, UHV received approval from the Texas Higher Education Coordinating Board (THECB) to change the status for its nursing program to the School of Nursing. The THECB approved two new degree programs in Nursing: MS in Nursing Administration and Second Degree BS in Nursing. In addition three new degree programs, (the MS in Publishing, MS in Nursing Education and BS in Finance) have been submitted to THECB for approval. MA in Interdisciplinary Studies with concentration in Religion and Film; BAAS in Network and Security and in Web and Media; and Master's in Education concentrations in elementary math education and secondary/college math education will be offered fall semester 2008.

UHV is proud of its graduation rate based on the number of first-time, full-time entering juniors who graduate in four years. From 2003 -2007 UHV had a 79.6% graduation rate.

FY 2009 Budget Initiatives

- *Faculty (\$727,274 New Resources)*

With significant enrollment growth and several new programs, UHV will be able to serve significantly more students. For FY 2009, nine new tenure-track faculty positions will be funded. In addition, the faculty promotion salary adjustments for full-time tenure-track faculty will be increased to 4% for assistant professors promoted to associate professors and 6% for associate professors promoted to full professors. This increase is designed to reward and retain outstanding faculty.

- *Competitive and Equitable Salaries for Faculty (\$519,462 New Resources)*

UHV conducts salary reviews to monitor internal equity and external competitiveness. Equity adjustments are considered for those who have meritorious performance evaluations. The new resources of \$519,462 will be used for increased costs of employee benefits, merit and promotions.

- *Student Recruitment, Retention and Graduation (\$268,451 New Resources)*

Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. UHV will continue to:

- expand student scholarships to insure that education remains affordable;
- collaborate with community colleges to assure transferability of credits;
- extend student recruitment to high schools and former students;
- continue LEAD (Letting Education Achieve Dreams) initiative;

- grow and develop athletic scholarships and programs;
- mentor prospective students through established programs;
- hire additional student recruiting staff;
- market academic programs.

- *Academic Programs (\$210,987 New Resources, \$61,300 HEAF)*

UHV had new graduate programs/concentrations approved for Nursing, Publishing, Education (math education) and Interdisciplinary Studies (Religion and Film), and new undergraduate programs in Finance, the Second Degree in Nursing (BSN) and BAAS in Web and Media and in Network and Security. To ensure quality academic programs, UHV will increase operating budgets, staff salaries and summer teaching budgets. HEAF funds will be used to upgrade instructional technology and instructional laboratories.

- *Distance Education (\$53,673 New Resources)*

For several years UHV has been aggressive in expanding distance education opportunities for students. Fall 2007 UHV offered courses in three modes, 61% online, 35% face-to-face, and 4% closed circuit ITV. UHV will continue to enhance electronic library services and resources; extend instructional support services to support WebCT Vista course management and to incorporate multi-media in online courses. To better reach and respond to students, UHV has online student orientation, advising and tutoring. These funds will be used for additional staff salaries.

- *International Education (\$48,000 New Resources)*

International Education is a priority for UHV as it provides opportunities for students to study abroad and extend their understanding of global issues. Also UHV is interested in recruiting international students. UHV is working with the UH System and other universities to establish collaborative initiatives abroad. Currently UHV is working on initiatives in China, India, Jamaica, Mexico, Spain and the United Kingdom.

- *Support UH System at Sugar Land and Cinco Ranch (\$634,641 New Resources, \$1,039,677 HEAF)*

As site manager for UHS Sugar Land and Cinco Ranch centers, UHV will assist in supporting, developing and expanding the UHS presence in the area. Both sites are being supervised by the Associate Vice Chancellor for Sugar Land whose primary responsibilities are focused on program promotion and support. Infrastructure and administrative support are provided to both centers by the UHV home campus administrators. It is important to note that fall 2007, UHV took responsibility for additional programs and assumed greater proportion of the operating expenses at UHSSL. New funding will be used to hire additional staff at Sugar Land and to pay UHS Sugar Land/Cinco Ranch service charges. HEAF funding will be used for capital support for UHS Sugar Land and Cinco Ranch and for the UHS Sugar Land Building Contingency. UHV is adding \$700,000 in FY 09 to the \$400,000 set aside in FY08 to offset the cost of the new building at Sugar Land campus.

Priority 1. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Faculty	\$727,274		\$727,274
Competitive and Equitable Salaries for Faculty	519,462		519,462
Student Recruitment, Retention and Graduation	268,451		268,451
Academic Programs	210,987	\$61,300	272,287
Distance Education	53,673		53,673
International Education	48,000		48,000
Support UH System at Sugar Land and Cinco Ranch	634,641	1,039,677	1,674,318
Total	\$2,462,488	\$1,100,977	\$3,563,465

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHV is committed to academic and research excellence. While national competitiveness is a challenge for all institutions, UHV strives to be competitive by enhancing programs and services, supporting faculty research, providing competitive salaries, developing credible assessment procedures and providing students with current technology and library resources.

The UHV School of Business Administration received several national recognitions in 2007 including: America's Best Colleges for Entrepreneurs – Top 5 E-Learning by Fortune Small Business Magazine; Best Buy Online MBA from GetEducated.com; Ranked #2 Best Opportunity for Minorities in Princeton Review's Best 290 Business Schools; Recognized as 2008 Education Award finalist by the U.S. Association of Small Business and Entrepreneurship. Due to the American Book Review (ABR) Speakers Series, Victoria is becoming recognized nationally as a literary center. It has been said that there is a "literary renaissance" in Victoria due to all the outstanding writers who have made presentations on campus since fall 2006.

FY 2009 Budget Initiatives

- *Professional Development Opportunities (\$77,010 New Resources)*

UHV provides faculty and staff with professional development opportunities to maintain and enrich the quality of its programs and services. By combining local, endowment and state funds, UHV supports faculty research and participation in professional conferences. In addition the University provides a broad array of online training to employees located at different sites.

- *Faculty Research (\$59,965 New Resources)*

The faculty have been increasingly productive in publishing research and securing external grants. UHV faculty have acquired more externally funded grants in the past two years. FY 2006 UHV had \$978,777 in sponsored projects and that number increased 123% to \$2,186,803 in FY 2007. In FY 2008 sponsored projects increased 9% to \$2,404,794. These grants are distributed in three Schools and Student/Academic Services in FY 2008.

- Business in partnership with American Productivity and Quality Center (APQC) awarded \$1,247,507.
- Education and Arts & Sciences received three Teach Quality Grants Programs (TQGP) with awards totaling \$260,689.
- Arts & Sciences received \$10,000 through National Endowment for the Arts "Access to Artistic Excellence" program.
- Student and Academic Services received a Title V Grant to improve and strengthen academic quality for Hispanic students. This award was \$187,991.

The research administrator in the Office of Sponsored Research works with faculty on writing and submitting grant proposals for external funding. Beginning in 2009 faculty workload expectations will increase to 25-40% for research. To prepare for this change, a new website will be developed to provide information about funding opportunities, internal award information and resource information. The UHV Library is developing a research guide for faculty publishing. In addition, the annual Faculty Research Scholarly Activity Award will be increased from \$750 to \$1,500. Also \$10,000 has been dedicated for internal small grants awards.

Priority 2. Investment of Resources in FY 2009 Initiatives

	New Resources
Professional Development	\$77,010
Faculty Research	<u>59,965</u>
Total	\$136,975

Priority 3. University Infrastructure and Administration

Context

UHV is committed to maintaining, improving and expanding facilities to provide a safe, up-to-date and efficient environment conducive to learning, teaching, research and service. Administrative efficiency is an important university value that is demonstrated by reducing costs while improving services. Investments for this priority will focus on expanding technology, providing competitive and equitable salaries, implementing PeopleSoft and developing other quality improvements.

FY 2009 Budget Initiatives

- *Technology (\$400,000 HEAF)*
As the number of students, faculty and staff increases, so do the university's information technology needs. UHV promotes using technology as a cost-effective method for providing university services, including improved electronic access bandwidth to support online course delivery and online registration. UHV will continue to invest in IT technical support as well as upgrade computers, servers and other equipment. UHV is joining the LEARN Network which will support sufficient bandwidth needed for the next 5 years in a cost effective manner.
- *Administrative Efficiency (\$197,391 New Resources, \$242,037 HEAF)*
UHV will continue to make administrative investments needed to ensure efficient and effective operations throughout the University. New resources will be dedicated primarily to additional staff salaries, Maintenance and Operations and UHS Service Charge. Implementing and developing PeopleSoft to better serve the university remains an important, consuming activity. HEAF funds will be used for PeopleSoft (\$127,079), plant support (\$38,950) and contingencies (\$76,008).
- *Competitive and Equitable Salaries for Staff (\$758,280 New Resources)*
UHV conducts biennial salary reviews to monitor internal equity and external competitiveness. Equity adjustments are considered for those who have meritorious performance evaluations. The new resources of \$758,280 will be used for increased costs of employee benefits, consultant services for salary surveys and merit, equity and reclassifications.
- *Quality Improvements (\$182,828 New Resources, \$264,870 HEAF)*
UHV will continue to support professional development for employees and to take additional measures to insure the university's infrastructure is able to support quality programs and services. As part of the assessment process new surveys are being developed for target groups like new applicants, students and alumni. These funds will be used for staff salaries, SACS Assessment Software, Maintenance and Operations, and Tracking/Phone System for the new Student Solutions Center. HEAF funds will be used for Library equipment upgrades and materials (\$264,870).
- *Facilities (\$275,000 HEAF)*
Additional HEAF funding is allocated to support upcoming construction of Regional Economic Development Center.

Priority 3. Investment of Resources in FY 2009 Initiatives

	New Resources	HEAF	Total
Technology		\$400,000	\$400,000
Administrative Efficiency	\$197,391	242,037	439,428
Competitive and Equitable Salaries for Staff	758,280		758,280
Quality Improvements	182,828	264,870	447,698
Facilities		275,000	275,000
Total	\$1,138,499	\$1,181,907	\$2,320,406

Priority 4. Community Advancement

Context

UHV is committed to enriching the community by offering programs and services that help citizens grow and develop. Recent initiatives that have enhanced the quality of life in Victoria include the American Book Review (ABR), Letting Education Achieve Dreams (LEAD) and the Small Business Development Center (SBDC). Also faculty and staff have funded grant programs that provide specialized educational programs for specific community groups. These grant projects help participants revitalize programs to make them more effective. An example is the Texas Principal Excellence Program (TxPEP) that reaches hundreds of principals in low-performing Texas schools and teaches effective leadership and business management skills to improve educational outcomes. Others are Teacher Quality Grants to support training and retention of public school teachers and Title V: Developing Hispanic-Serving Institutions.

FY 2009 Budget Initiatives

- *American Book Review (\$24,500 New Resources)*

In FY 2007, the American Book Review (ABR) moved from Illinois State University to the University of Houston-Victoria. ABR is an award-winning, internationally distributed publication that appears six times a year. It specializes in reviews of frequently neglected published works of fiction, poetry and literary and cultural criticism from small, regional, university, ethnic, avant-garde, and women's presses. These renowned authors are invited to campus for readings which are open to the public.

- *Letting Education Achieve Dreams (\$3,000 New Resources)*

Letting Education Achieve Dreams (LEAD) is an initiative designed to increase education awareness and attainments. LEAD's professional staff not only works individually with prospective students but also reaches the community by hosting Hispanic Heritage Month and Fiesta Days. These events celebrate culture and promote higher education.

- *Special Programs and Events (\$5,000 New Resources)*

Several UHV programs meet the needs of both the community and UHV students. Student athletes volunteer to teach summer camps to children 8-18. These children and their families enjoy watching UHV baseball and softball home games. UHV students also teach in UHV summer camps that focus on science and mathematics. UHV hosts two graduations each year, one in Victoria and the other in Katy, TX. These two events bring all the graduates and their families together and promote the value of higher education. With enrollment growth, additional outreach activities and rising costs, this fund needs augmentation.

Priority 4. Investment of Resources in FY 2009 Initiatives

	New Resources
American Book Review	\$24,500
Letting Education Achieve Dreams	3,000
Special Programs and Events	<u>5,000</u>
Total	\$32,500

University of Houston-Victoria
Appendix A - Allocation of New FY 2009 Resources

<u>Revenue Changes</u>	
General Revenue	
New Special Item-Nursing Reduction	\$ (100,000)
Other General Revenue	647,003
Subtotal	<u>\$ 547,003</u>
Tuition	
Statutory and Grad Premium Tuition	\$ 346,285
Designated Tuition	1,035,435
Subtotal	<u>\$ 1,381,720</u>
Student Fees	
Extended Access Fee	\$ 79,526
Graduate Business Fee	292,393
Library Use Fee	13,700
Student Service Fee	213,432
Nursing Fee	38,271
Subtotal	<u>\$ 637,322</u>
Reallocations	\$ 1,204,417
Total New Funds for Allocation	<u><u>\$ 3,770,462</u></u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access and Success	
Faculty	\$ 727,274
Competitive and Equitable Salaries for Faculty	519,462
Student Recruitment, Retention and Graduation	268,451
Academic Programs	210,987
Distance Education	53,673
International Education	48,000
UHS Sugar Land and Cinco Ranch	634,641
Subtotal	<u>\$ 2,462,488</u>
Priority 2. Acad & Research Excell/Natl Competitiveness	
Professional Development	\$ 77,010
Faculty Research	59,965
Subtotal	<u>\$ 136,975</u>
Priority 3. University Infrastructure & Administration	
Administrative Efficiency	\$ 197,391
Competitive and Equitable Salaries for Staff	758,280
Quality Improvements	182,828
Subtotal	<u>\$ 1,138,499</u>
Priority 4. Community Engagement	
American Book Review	\$ 24,500
Letting Education Achieve Dreams	3,000
Special Program & Events	5,000
Subtotal	<u>\$ 32,500</u>
Total New Investments	<u><u>\$ 3,770,462</u></u>

University of Houston-Victoria
Appendix B - Allocation of FY 2009 HEAF

<u>FY09 Allocation</u>	
HEAF	<u>\$ 2,282,884</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access and Success	
Equip/Instructional Support-Academic Program	\$ 61,300
Capital Support UHS Sugar Land and Cinco Ranch	<u>1,039,677</u>
Subtotal	<u>\$ 1,100,977</u>
Priority 2. University Infrastructure & Administration	
Technology	\$ 400,000
Administrative Efficiency	242,037
Quality Improvements	264,870
Facilities	<u>275,000</u>
Subtotal	<u>\$ 1,181,907</u>
Total New Investments	<u>\$ 2,282,884</u>

University of Houston-Victoria
Appendix C - Projected Availability of Scholarships and Grants

	<u>FY2008</u>	<u>FY2009</u>
Funds from Endowed Scholarships	\$ 295,837	\$ 324,803
State Scholarships		
Texas Grant Program Scholarship	72,380	163,680
Accounting Scholarship	3,000	5,000
Teacher Quality Grants	25,080	28,500
Texas Pubile Education Grant (TPEG)	551,247	602,916
Property Deposit Scholarships	8,000	-
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	137,501	219,608
Graduate Scholarships	162,835	207,447
Institutional Scholarships	50,000	50,000
MBA Scholarships	40,000	40,000
Staff Scholarships	50,000	50,000
Employee Tuition Exchange Program with Victoria College	15,000	15,000
Education Initiatives Scholarships	37,000	-
Austin Community College Scholarship Initiative	40,000	-
Texas College Work Study	7,669	11,282
Special Leveraging Education Assistance Program (SLEAP)	2,921	3,334
Federal College Work Study	50,000	50,000
Federal Pell Grants	1,261,450	1,321,706
Leveraging Education Assistance Program	2,513	6,491
Professional Nursing Scholarship	2,528	2,269
Institutional Nursing Scholarship	30,000	30,000
Federal Supplemental Education Opportunity Grants (SEOG)	51,580	45,174
National SMART Scholarship Grant(Federal)	-	22,000
Academic Competitive Grant (Federal)	-	31,652
Total	<u>\$ 2,896,541</u>	<u>\$ 3,230,862</u>

University of Houston-Victoria
Table 1 - Summary of Sources & Uses of Funds

<u>Operating Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
Operations	\$ 36,551,448	\$ 3,584,416	9.8%	\$ 40,135,864
Restricted	3,052,274	135,906	4.5%	3,188,180
Total	<u>\$ 39,603,722</u>	<u>\$ 3,720,322</u>	<u>9.4%</u>	<u>\$ 43,324,044</u>
Use of Funds				
Operations	\$ 36,551,448	\$ 3,584,416	9.8%	\$ 40,135,864
Restricted	3,052,274	135,906	4.5%	3,188,180
Total	<u>\$ 39,603,722</u>	<u>\$ 3,720,322</u>	<u>9.4%</u>	<u>\$ 43,324,044</u>
<u>Capital Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Source of Funds				
	\$ 31,269,000	\$ (9,629,000)	-30.8%	\$ 21,640,000
Use of Funds				
	\$ 31,269,000	\$ (9,629,000)	-30.8%	\$ 21,640,000
<u>Total Operating Budget & Capital Budget</u>	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
	<u>\$ 70,872,722</u>	<u>\$ (5,908,678)</u>	<u>-8.3%</u>	<u>\$ 64,964,044</u>

University of Houston-Victoria

Table 2 - Operations

Source of Funds	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 10,545,940			\$ 10,545,940
Special Items	1,044,875	(100,000)	-9.6%	944,875
Tuition Revenue Bonds	4,540,410	(6,386)	-0.1%	4,534,024
State Benefits Appropriation	2,434,920	767,756	31.5%	3,202,676
Dedicated Appropriations-TX Grant/College Work Study	86,665	89,134	102.8%	175,799
Subtotal State General Revenue Appropriations	18,652,810	750,504	4.0%	19,403,314
Tuition and Fees				
Statutory & Graduate Premium	3,874,668	346,285	8.9%	4,220,953
Lab/other Student Fees	26,000			26,000
Subtotal Tuition and Fees	3,900,668	346,285	8.9%	4,246,953
HEAF	2,282,884			2,282,884
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	1,311,035	(407,010)	-31.0%	904,025
Income on State Treasury Deposits	77,000	(37,000)	-48.1%	40,000
Fund Balance	661,697	(14,694)	-2.2%	647,003
Subtotal General Funds	26,886,094	638,085	2.4%	27,524,179
Designated				
Tuition and Fees				
Designated Tuition - General	4,404,404	1,035,435	23.5%	5,439,839
Technology Fee	1,307,400	79,526	6.1%	1,386,926
Major/Department/Class Fees	720,573	344,364	47.8%	1,064,937
Subtotal Tuition and Fees	6,432,377	1,459,325	22.7%	7,891,702
Indirect Cost	68,772	(1,984)	-2.9%	66,788
Investment Income on Non-Endowed Funds	286,000	14,000	4.9%	300,000
Contracts / Grants / Gifts	100,000			100,000
Self Supporting Organizations/Others	1,275,111	520,550	40.8%	1,795,661
Fund Balance	557,983	737,965	132.3%	1,295,948
Subtotal Designated Funds	8,720,243	2,729,856	31.3%	11,450,099
Auxiliary Enterprises				
Student Fees				
Student Service Fee	815,681	217,932	26.7%	1,033,613
Other Student Fees	92,500	(4,500)	-4.9%	88,000
Subtotal Student Fees	908,181	213,432	23.5%	1,121,613
Sales & Service - Athletics/Hotel/UC/Other	9,900			9,900
Fund Balance	27,030	3,043	11.3%	30,073
Subtotal Auxiliary Funds	945,111	216,475	22.9%	1,161,586
Total Current Operating Funds	36,551,448	3,584,416	9.8%	40,135,864
Total Sources	\$ 36,551,448	\$ 3,584,416	9.8%	\$ 40,135,864
Use of Funds by Object				
Salaries and Wages	\$ 16,603,201	\$ 1,858,397	11.2%	\$ 18,461,598
Benefits	3,549,182	1,338,824	37.7%	4,888,006
M&O	7,753,996	183,286	2.4%	7,937,282
Capital	2,496,002	125,524	5.0%	2,621,526
Scholarships	1,114,391	181,238	16.3%	1,295,629
Debt Service	4,622,182	(102,853)	-2.2%	4,519,329
Utilities	412,494			412,494
Total Uses	\$ 36,551,448	\$ 3,584,416	9.8%	\$ 40,135,864

University of Houston-Victoria

Table 3 - Restricted

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Source of Funds				
Restricted				
Contracts and Grants				
Research/Contracts and Grants	\$ 1,126,585	\$ 119,655	10.6%	\$ 1,246,240
Financial Aid	1,069,856	410,501	38.4%	1,480,357
Endowment Income	421,279	(107,941)	-25.6%	313,338
Other Restricted	434,554	(286,309)	-65.9%	148,245
Total Current Operating Funds	3,052,274	135,906	4.5%	3,188,180
Total Sources	<u>\$ 3,052,274</u>	<u>\$ 135,906</u>	<u>4.5%</u>	<u>\$ 3,188,180</u>
Use of Funds by Object				
Salaries and Wages	\$ 520,075	\$ (123,871)	-23.8%	\$ 396,204
Benefits	145,621	(34,684)	-23.8%	110,937
M&O	1,602,606	(726,727)	-45.3%	875,879
Scholarships	783,972	1,021,188	130.3%	1,805,160
Total Uses	<u>\$ 3,052,274</u>	<u>\$ 135,906</u>	<u>4.5%</u>	<u>\$ 3,188,180</u>

University of Houston-Victoria

Table 4 - Capital Projects

	Project to Date (1)	FY2009 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
UHS-Sugar Land Academic Building	\$ 18,960,000	\$ 17,440,000	\$ -	\$ 36,400,000	\$ 1,341,000	\$ 22,900,000	\$ 9,500,000	\$ 2,659,000
Regional Economic Development Building	50,000	3,000,000	5,369,400	8,419,400	500,000	6,719,400		1,200,000
Allied Health	-	1,200,000	600,000	1,800,000		1,800,000		
Subtotal New Construction	\$ 19,010,000	\$ 21,640,000	\$ 5,969,400	\$ 46,619,400	\$ 1,841,000	\$ 31,419,400	\$ 9,500,000	\$ 3,859,000
Total	\$ 19,010,000	\$ 21,640,000	\$ 5,969,400	\$ 46,619,400	\$ 1,841,000	\$ 31,419,400	\$ 9,500,000	\$ 3,859,000

(1) Project expenditures to date estimated through August 31, 2008

University of Houston-Victoria
Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2008 Budget	-----Change-----		FY2009 Budget
		FTE	Percent	
Faculty	89	9	10.1%	98
Part-time Faculty	40	(1)	-2.5%	39
Professional Staff	120	29	24.2%	149
Classified Staff	105	(8)	-7.6%	97
Temporary Staff	18	6	33.3%	24
Total	372	35	9.4%	407

University of Houston-Victoria
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2005 Actuals	FY2006 Actuals	FY2007 Actuals	FY2008 Budget	FY2009 Budget	FY09 vs FY08 Change
Semester Credit Hours						
Upper Division	27,356	27,555	30,444	33,402	35,709	2,307
Masters	18,678	19,254	20,025	21,073	23,440	2,367
Total	46,034	46,809	50,469	54,475	59,149	4,674
Semester Credit Hours-On/Off Campus						
On Campus	11,962	9,643	8,104	8,747	9,498	751
Off Campus	34,072	37,166	42,365	45,728	49,651	3,923
Total	46,034	46,809	50,469	54,475	59,149	4,674
Fall Headcount	2,418	2,491	2,652	2,864	3,093	229
Fall FTE	1,686	1,718	1,837	1,984	2,143	159

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

Sources	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 908,181	\$ 213,432	23.5%	\$ 1,121,613
Budgeted Fund Balance	27,030	3,043	11.3%	30,073
Total Sources	\$ 935,211	\$ 216,475	23.1%	\$ 1,151,686
Allocations				
Financial Aid	272,158	\$ 15,103	5.5%	287,261
Student Relations	42,502	953	2.2%	43,455
Student Senate	3,900	100	2.6%	4,000
International Programs/Special Projects	80,024	(20,224)	-25.3%	59,800
Registrar	155,292	45,040	29.0%	200,332
Publications	9,000			9,000
Student Organization	3,250			3,250
SS Fees Contingency	45,000	(1,387)	-3.1%	43,613
Special Events	13,842			13,842
Student Service Support	35,025			35,025
Credit Card Support	78,000	9,292	11.9%	87,292
Parking	1,000			1,000
Telecommunications Service	15,109	300	2.0%	15,409
Transcripts	7,000			7,000
Commencement	52,000			52,000
Graduation & Diploma	10,000			10,000
VIP/Registration Support	11,891			11,891
Career Services	65,942	1,013	1.5%	66,955
ADA Compliance	3,000			3,000
International Student Relations	1,000	5,000	500.0%	6,000
Student Projects	826	(826)	-100.0%	
Community and Alumni Relations	21,750			21,750
Student Software Training Modules	7,700			7,700
Athletics		162,111		162,111
Total Allocations	\$ 935,211	\$ 216,475	23.1%	\$ 1,151,686

University of Houston-Victoria
Note to Table 2: Operations Expenditures By Organization

NOTE 1

	FY2008	-----Change-----		FY2009
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 1,554,800	\$ (101,670)	-6.5%	\$ 1,453,130
Human Resources	474,226	15,975	3.4%	490,201
Subtotal President	2,029,026	(85,695)	-3.2%	1,943,331
University Advancement	469,651	(80,841)	-17.2%	388,810
Academic Affairs				
Office of the Provost	595,537	327,576	55.0%	923,113
Arts and Sciences	3,044,273	224,316	7.4%	3,268,589
Business Administration	3,739,352	655,536	17.5%	4,394,888
Small Business Development Center	197,500			197,500
Education	2,863,524	(67,823)	-2.4%	2,795,701
Nursing	1,168,754	19,893	1.7%	1,188,647
Student & Academic Services	1,556,675	139,918	9.0%	1,696,593
Library	1,035,460	(24,459)	-2.4%	1,011,001
Subtotal Academic Affairs	14,201,075	1,274,957	9.0%	15,476,032
Scholarships	1,314,391	(18,762)	-1.4%	1,295,629
Administration and Finance				
Office of the VP Administration and Finance	1,592,091	(93,946)	-5.9%	1,498,145
Budget	96,401	22,868	23.7%	119,269
Business Services	872,057	43,415	5.0%	915,472
Finance	417,976	(14,526)	-3.5%	403,450
Financial Aid	276,208	26,385	9.6%	302,593
Information Technology	1,850,042	(171,780)	-9.3%	1,678,262
Plant Operations	947,667	(22,162)	-2.3%	925,505
Marketing	311,444	106,502	34.2%	417,946
Subtotal Administration and Finance	6,363,886	(103,244)	-1.6%	6,260,642
Other				
Staff Benefits	3,104,307	1,175,689	37.9%	4,279,996
Contingency	358,955	511,203	142.4%	870,158
Debt Service	4,622,182	(102,853)	-2.2%	4,519,329
System Service Charge	1,441,732	636,585	44.2%	2,078,317
System Center-Sugar Land	1,270,601	335,721	26.4%	1,606,322
System Center-Cinco Ranch	907,655	41,656	4.6%	949,311
Information System Project	55,493			55,493
Utilities	412,494			412,494
Subtotal Other	12,173,419	2,598,001	253.2%	14,771,420
Total Uses	\$ 36,551,448	\$ 3,584,416	9.8%	\$ 40,135,864

University of Houston-Victoria

Note to Table 3: Restricted Expenditures By Organization

NOTE 2

	FY2008 Budget	-----Change-----		FY2009 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 74,858	\$ 3,586	4.8%	\$ 78,444
Academic Affairs				
Office of the Provost	257,188	(2,835)	-1.1%	254,353
Regional Outreach	146,298	(146,298)	-100.0%	
School of Arts and Sciences	176,012	(167,502)	-95.2%	8,510
School of Business	1,248,071	(572,177)	-45.8%	675,894
School of Education	174,884	(291)	-0.2%	174,593
School of Nursing	12,825	(1,497)	-11.7%	11,328
Small Business Development Center	177,803	13,168	7.4%	190,971
Library	363	29	8.0%	392
Subtotal Academic Affairs	2,193,444	(877,403)	-40.0%	1,316,041
Scholarships	783,972	696,385	88.8%	1,480,357
Administration and Finance				
Financial Aid		313,338	100.0%	313,338
Total Uses	\$ 3,052,274	\$ 135,906	4.5%	\$ 3,188,180

WORKLOAD, COMPENSATION, AND ADDITIONAL INCOME (University of Houston-Victoria)

F-1 Workload

General expectations with regard to teaching, research, and service are noted in section E.11.1. Percentage weights for evaluation are explained in E.7.4 and should provide guidance to the distribution of a faculty member's attention. Each academic school may have more specific expectations.

1.1 Teaching Load

This policy is in compliance with Sections 51.402 and 51.403 of the Texas Education Code, which requires the establishment of minimal teaching load requirements. Each faculty member paid full-time from the appropriations item "Faculty Salaries" must report a minimum of nine Teaching Load Credits (TLC) each semester. However, in practice, 12 TLCs represent the normal teaching load at UHV and may be reduced only with the Provost's approval (see below).

In addition to teaching, faculty workload includes academic advising, directing independent studies and theses, curriculum development, and committee work.

Faculty are also expected to engage in scholarly pursuits, remain active in their discipline and profession, and provide professional service to the community as need arises and time permits. Faculty workload policy attempts to quantify other activities related to instruction to assure fair and equitable workloads for all faculty members, while, simultaneously, meeting the special needs of this university.

Reduction in Teaching Load:

Although the overall standard remains a twelve-hour teaching load for each semester, this may be reduced at the discretion of the school to no fewer than nine for owed TLCs, additional time for productive research, administrative reassignment, grant projects, or possibly special projects. The following qualifications apply:

- The school/program must maintain its credit generation at the existing or expected level or above.
- Course scheduling must be maintained in a way that allows students to progress expeditiously toward their degrees.
- Faculty positions (full-time or part-time) cannot be added to support reductions in teaching load.
- If the semester teaching load has been reduced for the express purpose of allowing a faculty member more time for research, summer teaching must be comparably reduced, and the faculty member may not teach an overload or a course elsewhere for extra pay. Faculty members are otherwise free to engage in employment for additional compensation, so long as this falls within the provisions set by the Board of Regents (See F-3 below) and any applicable policy concerning external grants.
- There must be a written expectation of and accountability for what faculty members are expected to accomplish or produce if granted a reduction in teaching load, whether on a temporary or indefinite basis. This may be covered in a school policy statement or in a memorandum from the Dean to the individual faculty member.
- The reduction in teaching load may be continued only for so long as expectations are being fulfilled or until the task or project has been completed.