

**Fiscal Year 2010
Plan and Budget
August 11, 2009**

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

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University of Houston System
FY2010 Plan and Budget

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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
Appendix A - Allocation of New FY 2010 Resources

<u>Revenue Changes</u>	<u>A</u>	<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Appropriations Bill			
1 General Revenue	\$ 15,371,831	1 Priority 1. Student Access and Success	\$ 26,498,068
2 Small Business Development Center	329,113		
3 Energy Research	3,000,000	2 Priority 2. National Competitiveness	\$ 9,763,633
4 Community Development	250,000		
5 Service Charge	\$ 270,000	3 Priority 3. University Infrastructure & Administration	\$ 7,619,097
6 Departmental Reductions/Reallocations	\$ 7,057,226		
7 Utility Savings	\$ 1,100,000	4 Priority 4. Community Advancement	\$ 912,375
Tuition			
8 Statutory and Grad Premium Tuition	\$ 3,327,510	5 Total New Investments	<u>\$ 44,793,173</u>
9 Designated Tuition	15,664,614		
10 Graduate Differential Designated Tuition	3,235,000		
11 Subtotal Tuition	<u>\$ 22,227,124</u>		
Student and Auxiliary Fees			
12 Student Academic Service Fee/Course Fees	\$ 756,359		
13 Advising Fee	784,863		
14 Housing	310,000		
15 Meal Plans	563,785		
16 Parking	901,910		
17 Other Student Fees	785,509		
18 Subtotal Student and Auxiliary	<u>\$ 4,102,426</u>		
19 Endowment/Interest Loss	\$ (11,210,138)		
20 Budget from Reserves	\$ 2,295,591		
21 Total New Funds for Allocation	<u>\$ 44,793,173</u>		

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

	A	B	C	D	E	F	G
	<u>Historical</u>	<u>Change</u>		<u>Current</u>	<u>Change</u>		<u>New</u>
	FY2008 Budget	Dollars	Percent	FY2009 Budget	Dollars	Percent	FY2010 Budget
Operating & Restricted Budget							
Source of Funds							
1 State Appropriations	\$ 294.5	\$ (17.2)	-5.8%	\$ 277.3	\$ 19.6	7.1%	\$ 296.9
2 HEAF	36.8	(2.9)	-7.9%	33.9	(5.3)	-15.7%	28.6
3 Tuition & Fees	358.2	26.6	7.4%	384.8	29.2	7.6%	414.0
4 Other Operating (Auxiliaries)	114.6	13.5	11.8%	128.1	(1.0)	-0.7%	127.2
5 Contracts & Grants (Restricted)	133.1	32.3	24.2%	165.4	33.5	20.3%	198.9
6 Endowments/Gifts (Restricted)	32.4	5.3	16.3%	37.7	(8.1)	-21.6%	29.5
7 Total Sources	\$ 969.5	\$ 57.6	5.9%	\$ 1,027.2	\$ 67.8	6.6%	\$ 1,095.0
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 191.6	\$ 14.0	7.3%	\$ 205.7	\$ 15.9	7.8%	\$ 221.6
9 Salaries and Wages - Staff	253.9	14.3	5.6%	268.2	7.1	2.7%	275.3
10 Benefits	96.8	7.8	8.0%	104.6	3.6	3.5%	108.2
11 M&O	216.2	11.1	5.1%	227.3	21.6	9.5%	248.9
12 Capital	39.7	1.6	3.9%	41.2	(2.6)	-6.2%	38.7
13 Scholarships	104.5	10.5	10.0%	115.0	17.6	15.3%	132.6
14 Debt Service	40.9	(0.1)	-0.2%	40.9	5.9	14.4%	46.7
15 Utilities	25.8	(1.5)	-5.9%	24.3	(1.4)	-5.9%	22.9
16 Total Uses	\$ 969.5	\$ 57.6	5.9%	\$ 1,027.2	\$ 67.8	6.6%	\$ 1,095.0

Capital Facilities Budget

Source of Funds							
17 HEAF	\$ 16.4	\$ 2.9	17.8%	\$ 19.3	\$ 5.5	28.4%	\$ 24.7
18 Bonds	100.1	26.9	26.9%	127.0	11.9	9.4%	138.9
19 Gifts	13.7	11.7	85.5%	25.3	(7.3)	-29.0%	18.0
20 Other	11.2	39.4	352.7%	50.6	(25.2)	-49.8%	25.4
21 Total Sources	\$ 141.3	\$ 80.9	57.3%	\$ 222.3	\$ (15.2)	-6.8%	\$ 207.1
Use of Funds by Object							
22 Construction	\$ 94.9	\$ 81.5	85.9%	\$ 176.5	\$ (61.5)	-34.8%	\$ 115.0
23 Major Rehabilitation	45.9	(0.1)	-0.2%	45.8	17.3	37.8%	63.1
24 Acquisitions	0.5	(0.5)	-100.0%	-	29.0		29.0
25 Total Uses	\$ 141.3	\$ 80.9	57.3%	\$ 222.3	\$ (15.2)	-6.8%	\$ 207.1

Total Operating, Restricted and Capital Budget

26	\$ 1,110.9	\$ 138.6	12.5%	\$ 1,249.4	\$ 52.7	4.2%	\$ 1,302.1
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University of Houston System Combined
Table 2 - Operations

Source of Funds	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 193,992,658	\$ 19,150,602	9.9%	\$ 213,143,260
Special Items	13,656,174	579,113	4.2%	14,235,287
Tuition Revenue Bonds	25,860,748	(602,973)	-2.3%	25,257,775
State Benefits Appropriation	43,328,582	644,898	1.5%	43,973,480
Dedicated Appropriations-TX Grant/College Work Study	464,315	(175,799)	-37.9%	288,516
Subtotal State General Revenue Appropriations	277,302,477	19,595,841	7.1%	296,898,318
Tuition and Fees				
Statutory & Graduate Premium	89,221,384	3,772,555	4.2%	92,993,939
Lab/other Student Fees	661,754	(221,153)	-33.4%	440,601
Subtotal Tuition and Fees	89,883,138	3,551,402	4.0%	93,434,540
HEAF	53,188,513	143,586	0.3%	53,332,099
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	3,291,417	(1,372,704)	-41.7%	1,918,713
Income on State Treasury Deposits	927,900	(822,987)	-88.7%	104,913
Fund Balance	1,594,041	883,265	55.4%	2,477,306
Subtotal General Funds	427,426,395	21,978,403	5.1%	449,404,798
Designated				
Tuition and Fees				
Designated Tuition - General	140,776,116	15,437,697	11.0%	156,213,813
Designated Tuition - Differential	17,748,331	3,357,000	18.9%	21,105,331
Premium (Law, Pharmacy, Optometry)	8,722,659	(187,248)	-2.1%	8,535,411
Library Fee	9,504,282	160,187	1.7%	9,664,469
Technology Fee	18,015,802	984,863	5.5%	19,000,665
Major/Department/Class Fees	68,240,949	4,622,871	6.8%	72,863,820
Subtotal Tuition and Fees	263,008,139	24,375,370	9.3%	287,383,509
Indirect Cost	9,949,236	414,178	4.2%	10,363,414
Investment Income on Non-Endowed Funds	11,729,600	(5,732,432)	-48.9%	5,997,168
Endowment Income	9,307,559	(3,144,575)	-33.8%	6,162,984
Contracts / Grants / Gifts	5,122,506	(1,399,937)	-27.3%	3,722,569
Self Supporting Organizations/Others	25,838,244	(2,747,241)	-10.6%	23,091,003
Fund Balance	2,952,335	2,548,744	86.3%	5,501,079
Subtotal Designated Funds	327,907,619	14,314,107	4.4%	342,221,726
Auxiliary Enterprises				
Student Fees				
Student Service Fee	21,112,473	772,614	3.7%	21,885,087
Recreation and Wellness Center	6,823,053	509,957	7.5%	7,333,010
Other Student Fees	3,973,242	(53,382)	-1.3%	3,919,860
Subtotal Student Fees	31,908,768	1,229,189	3.9%	33,137,957
Sales & Service - Student Housing	9,297,876	11,362,165	122.2%	20,660,041
Sales & Service - Parking	7,495,390	1,079,228	14.4%	8,574,618
Sales & Service - Athletics/Hotel/UC/Other	34,450,905	(62,863)	-0.2%	34,388,042
Fund Balance	508,045	133,948	26.4%	641,993
Subtotal Auxiliary Funds	83,660,984	13,741,667	16.4%	97,402,651
Total Current Operating Funds	838,994,998	50,034,177	6.0%	889,029,175
Interfund transfer	(14,860,477)	(7,562,484)	50.9%	(22,422,961)
Total Sources	\$ 824,134,521	\$ 42,471,693	5.2%	\$ 866,606,214
Use of Funds by Object				
Salaries and Wages	\$ 426,136,932	\$ 15,355,065	3.6%	\$ 441,491,997
Benefits	98,757,392	2,895,307	2.9%	101,652,699
M&O	154,496,164	18,780,518	12.2%	173,276,682
Capital	36,455,532	(3,945,148)	-10.8%	32,510,384
Scholarships	43,139,507	4,915,351	11.4%	48,054,858
Debt Service	40,853,766	5,895,404	14.4%	46,749,170
Utilities	24,295,228	(1,424,804)	-5.9%	22,870,424
Total Uses	\$ 824,134,521	\$ 42,471,693	5.2%	\$ 866,606,214

University of Houston System Combined

Table 3 - Restricted

	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 81,821,140	\$ 13,003,478	15.9%	\$ 94,824,618
Financial Aid	66,995,129	18,738,149	28.0%	85,733,278
Gifts	21,420,430	354,273	1.7%	21,774,703
Endowment Income	15,873,606	(7,963,961)	-50.2%	7,909,645
Other Restricted	3,357,424	(361,653)	-10.8%	2,995,771
KUHT/KUHF	16,560,660	1,770,712	10.7%	18,331,372
Total Current Operating Funds	206,028,389	25,540,998	12.4%	231,569,387
Interfund Transfer	(3,000,457)	(164,218)	5.5%	(3,164,675)
Total Sources	\$ 203,027,932	\$ 25,376,780	12.5%	\$ 228,404,712
Use of Funds by Object				
Salaries and Wages	\$ 47,731,855	\$ 7,717,648	16.2%	\$ 55,449,503
Benefits	5,843,840	730,979	12.5%	6,574,819
M&O	72,827,399	2,836,507	3.9%	75,663,906
Capital	4,781,938	1,378,137	28.8%	6,160,075
Scholarships	71,842,900	12,713,509	17.7%	84,556,409
Total Uses	\$ 203,027,932	\$ 25,376,780	12.5%	\$ 228,404,712

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

Employee Classification	FY2009 Budget	-----Change-----		FY2010 Budget
		FTE	Percent	
Faculty	1,615	51	3%	1,666
Part-time Faculty	1,278	16	1%	1,294
Professional Staff	2,990	77	3%	3,067
Classified Staff	1,942	36	2%	1,978
Temporary Staff	990	13	1%	1,003
Total	8,815	193	2%	9,008

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

	FY2006 Actuals	FY2007 Actuals	FY2008 Actuals	FY2009 Budget	FY2010 Budget	FY10 vs FY09 \$ Change
Semester Credit Hours						
Lower Division	517,675	502,379	510,224	524,689	546,188	21,499
Upper Division	548,393	554,561	562,051	553,498	573,270	19,772
Masters	147,256	151,121	160,648	158,814	170,437	11,623
Doctoral	22,711	21,136	18,913	22,000	19,300	(2,700)
Special Professional	61,294	60,909	60,957	61,000	60,600	(400)
Total	1,297,329	1,290,106	1,312,793	1,320,001	1,369,795	49,794
Semester Credit Hours-On/Off Campus						
On Campus	1,134,424	1,090,665	1,088,723	1,122,003	1,129,557	7,554
Off Campus	162,905	199,441	224,070	197,998	240,238	42,240
Total	1,297,329	1,290,106	1,312,793	1,320,001	1,369,795	49,794
Fall Headcount	56,410	56,141	56,762	57,538	59,727	2,189
Fall FTE	41,628	41,619	42,127	42,405	44,053	1,648

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 2010 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 doing so the UHS universities must succeed in providing access to a regional population that is growing increasingly diverse at a very rapid rate. Currently, the Houston metropolitan area is 16% African-American, 34% Hispanic, and 43% white. The student population at the UH System is 16% African-American, 23% Hispanic, and 36% white. Clearly, we are doing a good job of providing access to a diverse student population, although there is room for improvement with respect to burgeoning Hispanic population. UH System performance with respect to other measures on its progress card has also been strong:

	2008 Report	2009 Report
Total Enrollment	56,762	59,219
Total Degrees Awarded	11,702	11,898
Total Research Expenditures	\$75M	\$88M
Total Annual Giving	\$55M	\$86M

With enrollment, degrees awarded, research and private support all increasing, the UH System is poised for continued success in the coming years. To harness this potential, planning retreats were held in May and June with both the UH System presidents and the UH System Board of Regents to discuss the future direction of the UHS universities. An important result of this retreat was the establishment university descriptors that articulate four institutional aspirations for the UHS universities in 2015:

- University of Houston Nationally Recognized Tier-One University
- UH-Clear Lake Nationally-Ranked Regional Public Master's University
- UH-Downtown New Generation University
- UH-Victoria Destination University

These descriptors are both distinct and complementary in that they will allow the universities to chart their own course toward national excellence while providing comprehensive service to the Houston metropolitan area. Beyond these descriptors, there was also agreement that the UHS universities will have to work more cooperatively and strategically in the future if they are to achieve their goals. To that end, the UH System presidents have committed to developing joint programs in the following four areas: international education, health sciences research and education, pathways for faculty collaboration among institutions, and pathways for student transfer among institutions. In addition to these initiatives, the UH System universities will also continue in FY10 to expand program delivery in Sugar Land, Cinco Ranch, Pearland, and for the first time next year in Northwest Houston (UH and UHD). The UH System Administration, working with campus leadership, will support the development of all of these initiatives.

FY 2010 Initiatives

- *UH System Strategic Initiatives*

In FY 2010, the UH System Administration, working with campus leadership, will help develop the strategic initiatives identified during the current fiscal year. 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 UH 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.

- *Federal and State Legislative Agendas*

During FY10 the UH System will develop and pursue its federal agenda for FY11, 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 FY10 federal agenda, for which our Congressional delegation has included \$3 million (to date) in appropriations requests for the University of Houston. A final outcome will likely not be known until bills are passed in the fall. Finally, the UH System will work with state legislators, other policy makers and other state universities during the interim to build an environment supportive of higher education and the UH System in anticipation of the 2011 legislative session.

- *Off-Campus Initiatives (\$130,000 New Resources)*

Through off-campus centers at Sugar Land, Cinco Ranch, Pearland and Northwest Houston, the UH System is working to meet the higher education needs of rapidly growing parts of the Houston metropolitan area. In FY10, new resources will be used to support senior leadership at the off-campus centers. These investments support the UH System priority of “Student Access and Success.”

- *UHSA Administrative Support (\$52,000 New Resources)*

New resources will be used to provide operations support for the Board of Regents and the Office of Governmental Relations, as well as one-time \$300 salary increases for staff earning \$50,000 or less. These investments support the UH System priority of “University Infrastructure and Administration.”

Investment of Resources in FY 2010 Initiatives

	New Resources	Total
Off-Campus Initiatives	\$130,000	\$130,000
UHSA Administrative Support	52,000	52,000
Total	\$182,000	\$182,000

University of Houston System Administration
Appendix A - Allocation of New FY 2010 Resources

<u>Revenue Changes</u>	<u>A</u>
Appropriations Bill	
1 General Revenue	\$ 235,349
2 Service Charges	\$ 270,000
3 Endowment/Interest Loss	\$ (1,500,000)
4 Department 5% Reduction	\$ 395,000
5 Budget from Reserves	\$ 781,651
6 Total New Funds for Allocation	<u>\$ 182,000</u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Access and Success	
1 Off Campus Initiatives	\$ 130,000
Priority 3. University Infrastructure & Administration	
2 UHSA Administrative Support	\$ 52,000
3 Total New Investments	<u>\$ 182,000</u>

University of Houston - System Administration

Table 1 - Sources & Uses

(\$ in Millions)

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2008 Budget		Dollars	Percent	FY2009 Budget		Dollars	Percent	FY2010 Budget		Dollars	Percent	FY2010 Budget	
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	3.9	\$	(0.5)	-12.8%	\$	3.4	\$	0.3	8.8%	\$	3.7		
2 Other Operating		9.1		1.1	12.1%		10.2		(0.8)	-7.8%		9.4		
3 Endowments/Gifts (Restricted)		0.2		-	0.0%		0.2		(0.1)	-50.0%		0.1		
4 Total Sources	\$	13.2	\$	0.6	4.5%	\$	13.8	\$	(0.6)	-4.3%	\$	13.2		
Use of Funds by Object														
5 Salaries and Wages - Staff	\$	6.4	\$	1.9	29.7%	\$	8.3	\$	(0.1)	-1.2%	\$	8.2		
6 Benefits		1.5		(0.4)	-26.7%		1.1		(0.1)	-9.1%		1.0		
7 M&O		5.1		(1.5)	-29.4%		3.6		(0.3)	-8.3%		3.3		
8 Capital Equipment		0.2		0.6	300.0%		0.8		(0.1)	-12.5%		0.7		
9 Total Uses	\$	13.2	\$	0.6	4.5%	\$	13.8	\$	(0.6)	-4.3%	\$	13.2		
<u>Total Operating, Restricted and Capital Budget</u>														
10	\$	13.2	\$	0.6	4.5%	\$	13.8	\$	(0.6)	-4.3%	\$	13.2		

University of Houston-System Administration

Table 2 - Operations

	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Source of Funds				
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 1,764,651	\$ 235,349	13.3%	\$ 2,000,000
Special Items	840,617			840,617
State Benefits Appropriation	830,000			830,000
Subtotal State General Revenue Appropriations	3,435,268	235,349	6.9%	3,670,617
Service Charge	460,880	(460,880)		
Subtotal General Funds	3,896,148	(225,531)	-5.8%	3,670,617
Designated				
Investment Income on Non-Endowed Funds	997,200	(711,384)	-71.3%	285,816
Endowment Income	2,025,769	(783,903)	-38.7%	1,241,866
Service Charge	6,948,048	(384,062)	-5.5%	6,563,986
Fund Balance	(194,085)	1,496,380	-771.0%	1,302,295
Subtotal Designated Funds	9,776,932	(382,969)	-3.9%	9,393,963
Total Current Operating Funds	13,673,080	(608,500)	-4.5%	13,064,580
Total Sources	\$ 13,673,080	\$ (608,500)	-4.5%	\$ 13,064,580
Use of Funds by Object				
Salaries and Wages	\$ 8,344,005	\$ (174,073)	-2.1%	\$ 8,169,932
Benefits	1,082,695	(63,680)	-5.9%	1,019,015
M&O	3,426,205	(251,344)	-7.3%	3,174,861
Capital	820,175	(119,403)	-14.6%	700,772
Total Uses	\$ 13,673,080	\$ (608,500)	-4.5%	\$ 13,064,580

University of Houston-System Administration

Table 3 - Restricted

	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Source of Funds				
Restricted				
Gifts	\$ 50,000	\$ -		\$ 50,000
Endowment Income	88,888	(18,690)	-21.0%	70,198
Other Restricted	50,000	(25,000)	-50.0%	25,000
Total Current Operating Funds	188,888	(43,690)	-23.1%	145,198
Total Sources	<u>\$ 188,888</u>	<u>\$ (43,690)</u>	<u>-23.1%</u>	<u>\$ 145,198</u>
Use of Funds by Object				
M&O	188,888	(43,690)	-23.1%	145,198
Total Uses	<u>\$ 188,888</u>	<u>\$ (43,690)</u>	<u>-23.1%</u>	<u>\$ 145,198</u>

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

Employee Classification	FY2009 Budget	-----Change-----		FY2010 Budget
		FTE	Percent	
Professional Staff	90	-		90
Classified Staff	24	1	4.2%	25
Total	114	1	0.9%	115

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

	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Regents	\$ 230,255	\$ 18,400	8.0%	\$ 248,655
Chancellor	1,408,998	69	0.0%	1,409,067
Academic Affairs	4,461,238	(158,552)	-3.6%	4,302,686
Student Affairs	213,263			213,263
Research	276,782	(13,839)	-5.0%	262,943
Administration and Finance	1,951,820	(456,578)	-23.4%	1,495,242
University Advancement	392,418			392,418
Governmental Relations	781,848	22,000	2.8%	803,848
General Counsel	1,162,735	(20,000)	-1.7%	1,142,735
Auditing	916,953			916,953
Staff Benefits	930,000			930,000
Subtotal Operations	12,726,310	(608,500)	-4.8%	12,117,810
NASA Programs	840,617			840,617
Other Uses				
Transfer to UH for Charter School	106,153			106,153
Total Uses	\$ 13,673,080	\$ (608,500)	-4.5%	\$ 13,064,580

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

	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Use of Funds by Organization				
Academic Affairs	\$ 118,178	\$ (14,559)	-12.3%	\$ 103,619
Administration and Finance	50,000	(25,000)	-50.0%	25,000
University Advancement	20,710	(4,131)	-19.9%	16,579
Subtotal Operations	188,888	(43,690)	-23.1%	145,198
Total Uses	\$ 188,888	\$ (43,690)	-23.1%	\$ 145,198

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

As we look to FY 2010, the University of Houston faces a year that promises both extraordinary opportunities and challenges, brought on largely by events that have taken place over the past 12 months. First, the University of Houston enjoyed a very successful Texas legislative session this year, which resulted in increased general revenue appropriations of over \$10 million, plus a new special item of \$3 million for energy research, one of our signature programs. Beyond these appropriations, there was also greater recognition in the Legislature of the need for more tier-one universities in the state, which has led to the creation of two funding programs for national research universities – the Texas Research Investment Program (TRIP) and the National Research University Fund (NRUF). Through TRIP the state's emerging research universities will compete for \$50 million in state funds matched to private gifts to the university for research. Through NRUF, universities that meet a set of criteria for national excellence (e.g., research expenditures, Ph.D.s awarded) will have access to funds currently held in a state endowment for higher education. To take effect, Texas voters must first approve a constitutional amendment authorizing NRUF this November.

Second, over the past year the university has developed a set of strategic actions tied to the six UH goals adopted by the Board of Regents in May 2008, most notably student success and national competitiveness, which constitute the most critical part of the university's budget investments from year to year. The strategic action process was led by the UH Strategic Action Group, members of which were distinguished UH faculty and student and staff leadership. Currently, we are engaged in the process of assigning responsibility for each of the recommendations and determining how they can be accomplished. Implementation will begin in FY10 but will reach full force in FY11 (as recommendations are turned into budget priorities).

Third, the University of Houston is enjoying a period of strong enrollment growth, which translates into more resources to invest in institutional priorities. Over the past year student headcount has risen from 34,663 to 36,104 (4%), producing increases in tuition and fees of approximately \$5 million. We are also developing more competitive admissions standards for entering freshmen. Doing so will further numerous long-term goals, including improvement of student retention and graduation rates, greater enrollment and, hence, resource stability, and a higher quality freshman class (an important component of UH's tier one endeavors). Finally, in spring 2010 the university will also launch a new teaching center in Northwest Houston, an area of 1.4 million persons that currently has no permanent university presence. Approved by the Texas Higher Education Coordinating Board in July, the new UH Northwest campus has the potential to enroll students that do not currently possess easy access to the university.

Enthusiasm for these opportunities, however, must be tempered by the realities of a struggling economy and its impact on higher education. First, the increased state appropriations UH received for FY10 were made possible through appropriations from the American Recovery and Reinvestment Act (federal stimulus dollars). As one-time funds, there is no guarantee that these resources will be available to UH beyond FY11, absent a recovery of the state economy. Second, while an economic recession leads more people to college, students and families often have less money to pay for it. As a result, it is incumbent upon universities to moderate tuition and fee increases so as not to inhibit access. In fact, the UH System Board of Regents exercised strong leadership in limiting undergraduate tuition and fee increases next year to 3.95%. Third, the value of university endowments has plummeted. In FY10, the University of Houston estimates at least \$9 million less in endowment income to invest in essential university functions (e.g., student scholarships, faculty stipends, academic program support). To a large extent, these costs must be covered at the same time that we seek to fund new initiatives. Unfortunately, in consideration of all of these factors the university made the decision not to invest in broad-based faculty and staff salary increases next year (though some targeted increases will take place). Difficult economic times require

difficult prioritizations. Unquestionably, though, faculty and staff salary increases will be a top priority for FY11.

The FY10 Plan and Budget has been developed within the context of these opportunities and challenges, and despite the obstacles, the University of Houston will move forward next year on achieving its goals, particularly student success and national competitiveness. In total, the University of Houston will invest \$30.8 million next year in new resources and \$36.1 million in HEAF as identified in the table below. As you will see in the following pages, significant investments will be made in construction projects next year. With the economy in recession, construction costs are low, so this is a good time to invest in capital projects.

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Success	\$16,943,695	\$7,256,932	\$24,200,627
National Competitiveness	9,380,000	12,750,000	22,130,000
University Infrastructure and Administration	4,231,630	16,084,606	20,316,236
Community Advancement	259,563	0	259,563
Total	\$30,814,888	\$36,091,538	\$66,906,426

To conclude, it is important to note that the UH FY10 Plan and Budget is the product of a 10-month planning process that involved all members of the university community – faculty, students, staff, administration, and regents – and was based on the following guiding principles:

- A balanced budget will be maintained.
- Investments will be based on Board of Regents priorities.
- The university is committed to investing in the growth and retention of faculty and staff.
- The university is committed to the maintenance and improvement of campus infrastructure (physical and electronic).
- The university will use recurring versus non-recurring revenues and restricted versus non-restricted revenues in appropriate and strategic ways to accomplish institutional goals.

Priority 1. Student Success

Context

Improving student success is key to achieving the University of Houston's goal of becoming a tier-one university. To that end, UH continued this year (as it has for the past several years) to make steady advancements on most of the student success measures on its progress card:

	2008 Report	2009 Report
Total Enrollment	34,663	36,104
Total Degrees Awarded	6,961	7,016
Freshman 1-year Retention Rate	77%	79%
Freshman 6-year Graduation Rate	43%	42%
Transfer 1-year Retention Rate	77%	81%
Transfer 4-year Graduation Rate	58%	59%
Course Completion Rate	88%	94%
Freshman Acceptance Rate	77%	79%
Freshman Average SAT	1055	1061

Although the freshman graduation rate declined slightly this year (by less than one percentage point), the general trend over the past several years has been positive, and we expect this to continue in the future. Another area where UH did not move the needle forward this year was in decreasing the freshman acceptance rate. To address this issue, the university is developing a proposal to increase freshman admissions standards beginning in fall 2011. If approved at the campus level, this proposal will be brought to the Board of Regents at an upcoming meeting. Improving the academic qualifications of incoming freshmen will not only enhance student success but will support its goal to become the state's next tier-one institution. Undergraduate student quality is a measure considered by *U.S. News and World Report* in making its annual rankings and will be a criterion to qualify for tier-one funding through the state's new National Research University Fund (NRUF). In addition to student success at the undergraduate level, UH continues to make progress at the doctoral level (also a factor in UH's tier-one aspirations at both the state and national level). Over the past year doctoral enrollment has increased from 1,473 to 1,501, and the number of doctoral degrees awarded has increased from 239 to 259.

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. These include expanding and professionalizing our student support staff (recruiters, advisors, financial aid officers), increasing scholarships, increasing the number of course sections, and hiring more faculty. FY 2009 has been no exception. During the current fiscal year, the University of Houston has taken several specific steps to support student success, including:

- Five new academic advisor positions have been created to assist students transferring to UH.
- Scholarships for transfer students have been increased.
- Multiple new student recruiter, advisor, and learning assessment positions have been created in the UH colleges.
- An online degree audit tool, through which students and advisors can evaluate a student's academic record in relation to degree completion, became available last fall.
- Financial packages for graduate students have been expanded.

As we look to FY10, the University of Houston will once again invest the majority of its new resources (\$16.9 million) in initiatives directly tied to improving student success.

FY 2010 Budget Initiatives

- *Financial Aid (\$2,950,400 New Resources)*

Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. In FY10 this will take the form of scholarships and loans that we set aside as a result of increases in designated tuition and expansion of financial packages for graduate students.

- *Faculty Hiring & Retention (\$2,591,600 New Resources)*

Hiring new faculty and rewarding current faculty members with merit-based salary increases are imperative to enhancing instructional quality and student success. And though these difficult economic times do not allow significant increases next year, we must make some baseline investments to maintain quality. In FY10, we will invest \$1,600,000 in new faculty lines in programs of demonstrated excellence and high enrollment demand. We will also invest in targeted salary increases for current faculty, including promotion and tenure salary increases (\$341,600), salary adjustments for faculty underpaid relative to the market (\$400,000), teaching awards for outstanding instructors (\$200,000), and a one-time \$300 salary increase for faculty earning \$50,000 per year or less (\$50,000).

- *Student Services & Assessment Personnel (\$1,397,000 New Resources)*

In FY10, 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. To that end, the university will invest \$1,397,000 to expand enrollment services operations. This will include hiring additional student recruiters, advisors, peer mentors, and scholarship officers (\$752,000); staff for the Welcome Center and Call Center (\$160,000); and student success assessment personnel (\$485,000).

- *Expanded Instruction (\$540,000 New Resources)*

The University of Houston must expand instruction if it is to accommodate enrollment growth and maximize revenue. In FY10, \$540,000 will be invested in the creation of approximately 90 new course sections in areas of high instructional demand.

- *Classrooms, Infrastructure and Operations (\$3,654,000 New Resources, \$1,750,000 HEAF)*

In addition to expanding instruction, the University of Houston must expand instructional facilities, infrastructure, and operations support if it is to meet the needs of students. In FY10, UH will invest \$5,404,000 in facilities, IT, and operations support directly related to serving students. These investments include \$1,628,000 to pay the debt service for a new classroom building; \$1,750,000 for capital construction projects in Business and Hotel and Restaurant Management; \$1,000,000 for instructional IT improvements; and \$1,026,000 for instructional operations support both centrally and in the colleges.

- *UH Northwest Start-Up & Operations (\$800,000 New Resources)*

In July, the University of Houston received Coordinating Board approval to open an off-campus teaching center in Northwest Houston, one of the fastest growing parts of the metropolitan area. In FY10, \$800,000 will be invested in the staff, infrastructure and operations support needed to launch the initiative in spring 2010.

- University Libraries (\$5,506,932 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 FY10, \$5,506,932 in HEAF will be used to maintain collections at both the M.D. Anderson and John O'Quinn Libraries, as well as to cover the debt service on the addition to the M.D. Anderson Library.
- Professional Program Enhancements (\$3,235,000 New Resources)*

In FY10, the UH professional colleges will invest \$3,235,000 of differential designated tuition in several programs with an eye toward enhancing student services, enrollment, academic excellence, and program reputation. These investments include enhancing market competitiveness for Law faculty salaries (\$1,733,000); hiring new faculty and providing additional instruction in the Colleges of Business (MBA & MPA programs), Optometry and Pharmacy (\$1,058,000); and providing resources for the planned Classroom and Business Building.
- Campus Life Initiatives (\$1,775,695 New Resources)*

Increasing the number of students living on campus and enhancing the quality of campus life are important goals for UH. In FY10, the university will invest \$1,775,695 of new resources in the maintenance and improvement of dormitories, food services, and parking on campus.

Priority 1. Investment of Resources in FY 2010 Initiatives

	New Resources	HEAF	Total
Financial Aid	\$2,950,400		\$2,950,400
Faculty Hiring & Retention	2,591,600		2,591,600
Student Services & Assessment Personnel	1,397,000		1,397,000
Expanded Instruction	540,000		540,000
Classrooms, Infrastructure & Operations	3,654,000	\$1,750,000	5,404,000
UH Northwest Start-Up & Operations	800,000		800,000
University Libraries		5,506,932	5,506,932
Professional Program Support	3,235,000		3,235,000
Campus Life Initiatives	1,775,695		1,775,695
Total	\$16,943,695	\$7,256,932	\$24,200,627

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. Over the past year, advancements have been made on all progress card measures for national competitiveness:

	2008 Report	2009 Report
Total Research Expenditures	\$74M	\$84M
Federal Research Expenditures	\$40M	\$43M
Graduate Programs Ranked in Top 50	4	5
Number of Doctorates Awarded	239	259
Number of Postdoctoral Appointees	158	173

The \$10 million increase in total research expenditures is a significant achievement for the university, and all indications are that research expenditures for the current fiscal year will be higher than last year's total of \$84 million. However, over the past few years 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, the University of Houston must select carefully the areas of research and scholarship in which to invest. To that end the university has 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 must 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.

This year, the University of Houston has hired Dr. Jan-Åke Gustafsson, an internationally recognized scientist in the field of nuclear receptors and cell signaling, and is building a team and core facilities in the Science and Engineering Research Complex to support his work. Dr. Gustafsson represents the first cluster hire of President Khator's administration. The university's investment was leveraged by a \$5.5 million grant from the Texas Emerging Technology Fund.

FY 2010 Budget Initiatives

- *Start-Ups and Core Facilities (\$6,380,000 New Resources, \$3,500,000 HEAF)*
 In FY10, the University of Houston will invest \$9,880,000 in core facilities and start-ups for new faculty members. Start-up investments include lab renovations and equipment purchases for new faculty.
- *Health & Biomedical Sciences Building (\$3,250,000 HEAF)*
 Central among the university’s investments in core facilities next year will be \$3,250,000 for the planned Health and Biomedical Sciences Building adjacent to the College of Optometry. The new facility will include state-of-the-art animal care facilities to be used by health sciences researchers throughout the campus.
- *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 FY10, 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. A major part of the build-out for next year includes equipping 5th floor laboratories with fume hoods.
- *Energy Research Special Item (\$3,000,000 New Resources)*
 During the Texas legislative session, the University of Houston was successful in securing a \$3,000,000 special item for energy research. Though a specific use has yet to be determined, it is likely the university will invest these resources in renovations and infrastructure needed for its new Energy Research Park, which will be developed on the University Business Park property to be purchased in August.

Priority 2. Investment of Resources in FY 2010 Initiatives

	New Resources	HEAF	Total
Start-Ups and Core Facilities	\$6,380,000	\$3,500,000	\$9,880,000
Health & Biomedical Sciences Building		3,250,000	3,250,000
SERCC Build-Out		6,000,000	6,000,000
Energy Research Special Item	3,000,000		3,000,000
Total	\$9,380,000	\$12,750,000	\$22,130,000

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, we have completed construction of Calhoun Lofts; we will close on the purchase of the University Business Park, which will serve as the university's new Energy Research Park; we are in the process of selecting a contractor for the Fleming Addition, which will house the new undergraduate science labs; and we have begun construction of the Cemo Lecture Hall and the 1,000 bed freshman dormitory. 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 we were able to provide staff with 3% salary increases, and though we will not be able to do so next year because of economic considerations, we are committed to doing so in FY11. While the university can sustain the odd year without salary increases, doing so for multiple years is very detrimental to the institution.

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. Last year, the university exceeded \$82 million in private gifts, up from \$49 million the year before. And this year, the university secured a \$7 million gift for student scholarships, which are key to achieving the university's student success goal.

In FY10, the University of Houston will continue to make the investments needed to ensure excellence in its campus buildings, infrastructure and staff.

FY 2010 Budget Initiatives

- *Staff Hiring and Retention (\$771,630 New Resources)*

While salary increases will not be possible for all staff next year, the University of Houston has committed to providing one-time \$300 increases for employees earning \$50,000 or less. In addition, facilities maintenance and fire safety staff will be hired to support the university's growing physical plant.

- *Branding Campaign (\$800,000 New Resources)*

Creating and disseminating the right message for the University of Houston is essential to attracting new students, private donors and the resources they bring to UH. In FY10, the university will invest \$800,000 to launch a new branding campaign.

- *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. Most significantly, this will include an \$8,000,000 allocation to the five-year, \$40,000,000 central utilities plant expansion (e.g., upgrades to boiler and chillers), as well as improvements to buildings and infrastructure, energy conservation measures, and sidewalk and street projects.
- *Information Technology Infrastructure (\$4,735,392 HEAF)*
The university's IT infrastructure must be maintained and expanded as our computing needs grow. In FY10, \$2,500,000 will be used to upgrade the university's network, servers and other IT equipment. Additionally, \$2,235,392 will be invested in information systems projects across campus.
- *Child Care (\$510,000 New Resources)*
Next year the university will invest \$510,000 to expand child care services for UH faculty and staff. Doing so will serve to enhance employee productivity and make UH a more desirable employer in the Houston area and nationally as we compete for top talent.
- *Campus Safety (\$400,000 New Resources)*
This year a task force has been assembled to examine issues related to safety on campus. \$400,000 has been earmarked for FY10 to implement recommendations that the task force makes regarding campus safety improvements.
- *Gulf Freeway Annex & Other Capital Projects (\$1,584,606 HEAF)*
In December 2008, the University of Houston completed purchase of the Gulf Freeway Annex, which includes 80,000 square feet of warehouse space and 20,000 square feet of office space. In FY10, \$1,232,256 will be used to support the renovation of these facilities. When completed, the warehouse space will be used for storage, thereby enabling UH to free up much needed space on the main campus for academic purposes. In addition, \$116,958 will be available in FY10 for additional capital projects that arise during the year.
- *Off-Set for Auxiliary & UH-Affiliated Endowment Income (\$1,750,000 New Resources)*
As a result of the struggling economy, income from auxiliary operations and endowments that support UH programs are declining. These resources are used to support vital university functions, such as student scholarships, faculty stipends and operations support. In FY10, \$1,750,000 will be used to address losses in the most critical of these areas, especially student scholarships.

Priority 3. Investment of Resources in FY 2010 Initiatives

	New Resources	HEAF	Total
Staff Retention	\$771,630		\$771,630
Branding Campaign	\$800,000		\$800,000
Capital Renewal/Deferred Maintenance		\$10,000,000	10,000,000
Information Technology Infrastructure		4,735,392	4,735,392
Child Care	510,000		510,000
Campus Safety	400,000		400,000
Gulf Freeway Annex & Other Capital Projects		1,349,214	1,349,214
Off-Set for Auxiliary & UH-Affiliated Endowment Income	1,750,000		1,750,000
Total	\$4,231,630	\$16,084,606	\$20,316,236

Priority 4. Community Advancement

Context

Apart from its instructional and research programs, the University of Houston engages in a multitude of community advancement activities 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.

In recognition of these activities, in December of last year the University of Houston received the Carnegie Foundation's prestigious community engagement classification. In earning this designation, UH joins 119 other nationally competitive institutions. UH is the only metropolitan university in Texas with this designation, which is based on an array of criteria that indicate the breadth and depth of a university's service to the community and students' involvement in community issues.

As we look to FY 2010 and beyond, more importance than ever will be placed on developing, coordinating, and promoting community advancement activities at the University of Houston. As two of the university's signature programs, special emphasis will continued to be placed on the health sciences and energy. This year, we have hired senior staff with expertise in both areas who are assessing the extent to which UH is serving the workforce and research needs of these sectors. Doing so will lead to the development of new external partnerships and academic programs, enhanced funding opportunities from government and industry, and the creation of spin-off companies, jobs and other economic gains. Indeed, the Gustafsson cluster hire, in partnership with The Methodist Hospital and funded, in part, through the \$5.5 million grant from the Texas Emerging Technology Fund, is a strong example of the synergies we are working to build to the advantage of the university, industry and the community.

FY 2010 Initiatives

- *Small Business Development Center (\$259,563 New Resources)*
During the Texas legislative session, the University was successful in securing an increase in the Small Business Development Center's special item of \$259,563. These resources will be used to provide consulting services to fledgling businesses in the Houston area.
- *Develop University of Houston Energy Alliance and Health Alliance*
With senior staff now on board to lead UH's health and energy initiatives, the university will move forward rapidly in FY10 to identify, coordinate, and develop university activities related to these industries.
- *Develop Industrial Partnerships through the Energy Research Park*
In August, the university will complete purchase of the University Business Park, which will become the new UH Energy Research Park. ERP occupants will include industrial tenants with connections to UH academic and research programs. The university will cultivate these partnerships in FY10.

- *Develop University-Wide Community Outreach Office*

An important recommendation coming from the UH Strategic Group was to develop a university-wide community outreach office. This was in response to a finding that while the university has a multitude of community outreach activities taking place, they were neither well-known nor well-coordinated on campus. In FY10, the University of Houston will examine how these issues will be addressed, with the expectation that a central community outreach office will be created and funded in FY11.

Priority 4. Investment of Resources in FY 2010 Initiatives

	New Resources	Total
Small Business Development Center	\$259,563	\$259,563

University of Houston
Appendix A - Allocation of New FY 2010 Resources

<u>Revenue Changes</u>	<u>A</u>
Appropriations Bill	
1 General Revenue	\$ 10,188,630
2 Small Business Development Center	259,563
3 Energy Research	3,000,000
4 Departmental 5% Budget Reductions	\$ 5,750,000
5 Utility Savings	\$ 1,000,000
Tuition	
6 Tuition & Fee Rate Change	\$ 9,070,000
7 Tuition & Fees from Enrollment Increase	5,000,000
8 Graduate Differential Designated Tuition	3,235,000
9 Subtotal Tuition	<u>\$ 17,305,000</u>
Student and Auxiliary Fees	
10 Student Academic Service Fee/Course Fees	\$ 526,000
11 Housing	310,000
12 Meal Plans	563,785
13 Parking	901,910
14 Child Care	10,000
15 Subtotal Student and Auxiliary	<u>\$ 2,311,695</u>
16 Endowment Loss	\$ (9,000,000)
17 Total New Funds for Allocation	<u>\$ 30,814,888</u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Access and Success	
1 Financial Aid	\$ 2,950,400
2 Faculty Hiring & Retention	2,591,600
3 Student Services & Assessment Personnel	1,397,000
4 Expanded Instruction	540,000
5 Classrooms, Infrastructure & Operations	3,654,000
6 UH Northwest Start-Up & Operations	800,000
7 Professional Program Support	3,235,000
8 Campus Life Initiatives	1,775,695
9 Subtotal	<u>\$ 16,943,695</u>
Priority 2. National Competitiveness	
10 Start-Ups and Core Facilities	\$ 6,380,000
11 Energy Research Special Item	3,000,000
12 Subtotal	<u>\$ 9,380,000</u>
Priority 3. University Infrastructure & Administration	
13 Staff Retention	\$ 771,630
14 Branding Campaign	800,000
15 Child Care	510,000
16 Campus Safety	400,000
17 Offset for Loss of Aux & Non-UH Endowment Revenue	1,750,000
18 Subtotal	<u>\$ 4,231,630</u>
Priority 4. Community Advancement	
19 Small Business Development Center	\$ 259,563
20 Total New Investments	<u>\$ 30,814,888</u>

University of Houston
Appendix B - Allocation of FY 2010 HEAF

<u>FY10 Allocation</u>	
HEAF	<u>\$ 36,091,538</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Access and Success	
Classrooms, Infrastructure & Operations	\$ 2,500,000
University Libraries	5,506,932
Subtotal	<u>\$ 8,006,932</u>
Priority 2. National Competitiveness	
Faculty Cluster Hires and Start-Up	\$ 6,000,000
SERCC Build-Out	6,000,000
Subtotal	<u>\$ 12,000,000</u>
Priority 3. University Infrastructure & Administration	
Capital Renewal/Deferred Maintenance	\$ 10,000,000
Information Technology Infrastructure	4,735,392
Gulf Freeway Annex & Other Capital Projects	1,349,214
Subtotal	<u>\$ 16,084,606</u>
Total New Investments	<u>\$ 36,091,538</u>

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

	<u>FY2009</u>	<u>FY2010</u>
Funds from Endowed Scholarships	\$ 4,001,654	\$ 4,001,654
Premium Tuition Scholarships (Law, Pharmacy & Optometry)	850,000	755,500
Texas Grant Program Scholarships	12,945,440	20,945,440
Texas Public Education Grant (TPEG)	5,712,350	5,952,353
Early High School Graduation Program Scholarships	147,894	150,800
Property Deposit Scholarships	150,000	165,000
Honors Scholarships	8,000	8,000
International Education Fee Scholarships	100,000	135,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	6,586,141	7,651,327
Graduate Scholarships	1,565,637	1,816,961
B-on-Time Program	203,269	2,501,995
Scholarships - PreMed	250,000	285,000
Merit Scholarships	8,514,311	8,853,756
UH Transfer Scholarships	615,000	705,000
UH Grant-in-Aid Scholarships	583,000	583,000
Grad Teaching Asst/Teaching Fellow Tuition Asst Fellowships	6,629,711	7,915,711
Presidential Fellowship Stipend Augmentation	458,448	458,448
Federal College Work Study	2,500,000	2,460,720
Federal Pell Grants	28,000,000	32,500,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,393,807	1,229,738
Total	<u>\$ 81,214,662</u>	<u>\$ 99,075,403</u>

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2008 Budget		Dollars	Percent	FY2009 Budget		Dollars	Percent	FY2010 Budget		Dollars	Percent	FY2010 Budget	
Operating & Restricted Budget														
Source of Funds														
1 State Appropriations	\$	186.8	\$	(1.4)	-0.8%	\$	185.4	\$	13.4	7.3%	\$	198.9		
2 HEAF		23.2		(3.2)	-13.9%		20.0		(6.3)	-31.5%		13.7		
3 Tuition & Fees		261.8		19.3	7.4%		281.2		22.0	7.8%		303.2		
4 Other Operating (Auxiliaries)		92.2		10.4	11.3%		102.6		(1.3)	-1.2%		101.3		
5 Contracts & Grants (Restricted)		123.4		14.2	11.5%		137.5		26.4	19.2%		163.9		
6 Endowments/Gifts (Restricted)		25.9		4.9	18.7%		30.8		(5.8)	-18.9%		25.0		
7 Total Sources	\$	713.3	\$	44.1	6.2%	\$	757.4	\$	48.5	6.4%	\$	805.9		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	139.4	\$	10.6	7.6%	\$	150.0	\$	12.8	8.5%	\$	162.8		
9 Salaries and Wages - Staff		191.1		9.2	4.8%		200.4		4.7	2.3%		205.0		
10 Benefits		68.6		5.6	8.1%		74.2		2.3	3.2%		76.5		
11 M&O		167.1		13.7	8.2%		180.8		17.1	9.5%		197.9		
12 Capital Equipment		26.0		0.7	2.7%		26.7		(3.7)	-13.8%		23.0		
13 Scholarships		75.7		5.3	6.9%		80.9		10.1	12.5%		91.0		
14 Debt Service		26.2		0.1	0.5%		26.3		6.2	23.6%		32.5		
15 Utilities		19.2		(1.0)	-5.2%		18.2		(1.0)	-5.5%		17.2		
16 Total Uses	\$	713.3	\$	44.1	6.2%	\$	757.4	\$	48.5	6.4%	\$	805.9		

Capital Facilities Budget

Source of Funds														
17 HEAF	\$	12.1	\$	3.2	26.5%	\$	15.3	\$	7.1	46.4%	\$	22.4		
18 Bonds		76.9		34.1	44.3%		111.0		17.0	15.3%		128.0		
19 Gifts		6.6		14.3	214.7%		20.9		(2.9)	-13.9%		18.0		
20 Other		8.0		39.0	485.3%		47.0		(24.8)	-52.8%		22.2		
21 Total Sources	\$	103.7	\$	90.6	87.4%	\$	194.2	\$	(3.7)	-1.9%	\$	190.6		
Use of Funds by Object														
22 Construction	\$	62.4	\$	90.9	145.6%	\$	153.3	\$	(52.1)	-33.9%	\$	101.3		
23 Major Rehabilitation		41.3		(0.3)	-0.7%		40.9		19.4	47.4%		60.3		
24 Acquisitions		-		-			-		29.0			29.0		
25 Total Uses	\$	103.7	\$	90.6	87.4%	\$	194.2	\$	(3.7)	-1.9%	\$	190.6		

Total Operating, Restricted and Capital Budget

26	\$	817.0	\$	134.8	16.5%	\$	951.7	\$	44.8	4.7%	\$	996.5		
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University of Houston

Table 2 - Operations

Source of Funds	FY2009 Budget	Change		FY2010 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 133,743,421	\$ 13,412,275	10.0%	\$ 147,155,696
Special Items	11,015,010	259,563	2.4%	11,274,573
Tuition Revenue Bonds	11,875,874	(223,644)	-1.9%	11,652,230
State Benefits Appropriation	28,492,538			28,492,538
Dedicated Appropriations-College Work Study	288,516			288,516
Subtotal State General Revenue Appropriations	185,415,359	13,448,194	7.3%	198,863,553
Tuition and Fees				
Statutory & Graduate Premium	57,347,526	2,203,753	3.8%	59,551,279
Lab/other Student Fees	357,944	(19,143)	-5.3%	338,801
Subtotal Tuition and Fees	57,705,470	2,184,610	3.8%	59,890,080
HEAF	35,276,140	815,398	2.3%	36,091,538
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	2,037,000			2,037,000
Income on State Treasury Deposits	686,800	(622,900)	-90.7%	63,900
Subtotal General Funds	282,359,678	15,825,302	5.6%	298,184,980
Designated				
Tuition and Fees				
Designated Tuition - General	95,817,593	11,732,627	12.2%	107,550,220
Designated Tuition - Differential	17,097,331	3,235,000	18.9%	20,332,331
Premium (Law, Pharmacy, Optometry)	8,722,659	(187,248)	-2.1%	8,535,411
Library Fee	7,326,555	115,281	1.6%	7,441,836
Technology Fee	11,107,800	502,880	4.5%	11,610,680
Major/Department/Class Fees	60,236,491	3,605,659	6.0%	63,842,150
Subtotal Tuition and Fees	200,308,429	19,004,199	9.5%	219,312,628
Indirect Cost	9,321,305	364,482	3.8%	9,885,787
Investment Income on Non-Endowed Funds	8,632,400	(4,662,400)	-54.0%	3,970,000
Endowment Income	6,969,167	(2,180,334)	-31.3%	4,788,833
Contracts / Grants / Gifts	4,827,915	(1,404,337)	-29.1%	3,423,578
Arte Publico Press/Opt Clinic/Other Self Supporting Org	14,876,697	(1,343,916)	-9.0%	13,532,781
Subtotal Designated Funds	245,135,913	9,777,694	4.0%	254,913,607
Auxiliary Enterprises				
Student Fees				
Student Service Fee	13,900,550	408,840	2.9%	14,309,390
Recreation and Wellness Center	6,113,179	486,272	8.0%	6,599,451
Other Student Fees	3,139,179	(43,418)	-1.4%	3,095,761
Subtotal Student Fees	23,152,908	851,694	3.7%	24,004,602
Sales & Service - Student Housing	9,297,876	11,362,165	122.2%	20,660,041
Sales & Service - Parking	5,986,890	914,228	15.3%	6,901,118
Sales & Service - Athletics/Hotel/UC/Other	32,241,887	74,757	0.2%	32,316,644
Subtotal Auxiliary Funds	70,679,561	13,202,844	18.7%	83,882,405
Total Current Operating Funds	598,175,152	38,805,840	6.5%	636,980,992
Interfund transfer	(9,039,830)	(10,853,470)	120.1%	(19,893,300)
Total Sources	\$ 589,135,322	\$ 27,952,370	4.7%	\$ 617,087,692
Use of Funds by Object				
Salaries and Wages	\$ 304,992,771	\$ 9,876,960	3.2%	\$ 314,869,731
Benefits	68,643,421	1,710,405	2.5%	70,353,826
M&O	114,917,008	13,697,709	11.9%	128,614,717
Capital	21,927,891	(5,050,480)	-23.0%	16,877,411
Scholarships	34,178,924	2,509,679	7.3%	36,688,603
Debt Service	26,296,802	6,208,097	23.6%	32,504,899
Utilities	18,178,505	(1,000,000)	-5.5%	17,178,505
Total Uses	\$ 589,135,322	\$ 27,952,370	4.7%	\$ 617,087,692

University of Houston

Table 3 - Restricted

Source of Funds	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 75,900,000	\$ 12,450,000	16.4%	\$ 88,350,000
Financial Aid	45,077,034	12,140,267	26.9%	57,217,301
Gifts	19,507,874	771,782	4.0%	20,279,656
Endowment Income	14,410,319	(7,300,644)	-50.7%	7,109,675
Other Restricted	75,250			75,250
KUHT/KUHF	16,560,660	1,770,712	10.7%	18,331,372
Total Current Operating Funds	171,531,137	19,832,117	11.6%	191,363,254
Interfund Transfer	(3,235,170)	721,214	-22.3%	(2,513,956)
Total Sources	\$ 168,295,967	\$ 20,553,331	12.2%	\$ 188,849,298
Use of Funds by Object				
Salaries and Wages	\$ 45,399,774	\$ 7,554,301	16.6%	\$ 52,954,075
Benefits	5,530,038	632,772	11.4%	6,162,810
M&O	65,834,154	3,410,087	5.2%	69,244,241
Capital	4,774,438	1,378,137	28.9%	6,152,575
Scholarships	46,757,563	7,578,034	16.2%	54,335,597
Total Uses	\$ 168,295,967	\$ 20,553,331	12.2%	\$ 188,849,298

University of Houston

Table 4 - Capital Projects

3.20

	Project Expenditures			Total Project Budget	Funded From			
	Project to Date (1)	FY2010 Budget	Future Year Budgets		Revenue			
					HEAF	Bonds	Gifts	Other
New Construction								
Graduate Housing (Calhoun Lofts)	\$ 107,360,500	\$ 539,500	\$ -	107,900,000	\$ -	\$ 107,900,000	\$ -	\$ -
Cemo Lecture Hall	2,912,338	6,075,462		8,987,800	2,500,000		6,487,800	
East Parking Garage	8,910,000	9,245,588		18,155,588		18,000,000		155,588
Texas Diesel Facility	6,965,000	35,000		7,000,000				7,000,000
SERC Build-out	10,653,359	7,346,641	12,000,000	30,000,000	30,000,000			
Wilhelmina Robertson Smith Pavilion-Robertson Stadium	15,787		38,684,213	38,700,000	5,000,000	15,700,000	18,000,000	
Undergrad Residence Hall	162,006	49,837,994		50,000,000		50,000,000		
Classroom & Business Building *	20,000	6,000,000	24,980,000	31,000,000	5,000,000	26,000,000		
Wind Energy Test Center*	400,000		29,600,000	30,000,000	400,000			29,600,000
Engineering Student Center *			30,000,000	30,000,000		15,000,000	15,000,000	
Valenti Communications Addition *		2,800,000		2,800,000			2,800,000	
Stadium Parking Garage #1*		13,000,000	13,000,000	26,000,000		26,000,000		
Undergrad Residence Hall Phase 2 *		100,000	49,900,000	50,000,000		50,000,000		
Optometry Addition *	205,000	6,300,000	63,495,000	70,000,000	15,000,000	32,000,000	10,000,000	13,000,000
Subtotal New Construction	\$ 137,603,990	\$ 101,280,185	\$ 261,659,213	\$ 500,543,388	\$ 57,900,000	\$ 340,600,000	\$ 52,287,800	\$ 49,755,588
Major Repair and Rehabilitation								
Parking Lot Upgrades	\$ 810,524	\$ 1,138,027	\$ -	1,948,551	\$ -	\$ -	\$ -	\$ 1,948,551
Hilton College of HRM	2,519,449	8,590,551		11,110,000	2,950,000		7,760,000	400,000
Renovate Moody Towers Dining*		12,000,000		12,000,000				12,000,000
Central Utility Plant Expansion*	20,000	8,195,000	36,966,000	45,181,000	45,181,000			
Science Complex Lab Renovations	627,680	18,572,320	38,400,000	57,600,000		57,600,000		
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		1,805,000		1,805,000	1,805,000			
University Business Park - Improvements		10,000,000		10,000,000				10,000,000
Subtotal Major Repairs & Rehabilitation	\$ 3,977,653	\$ 60,300,898	\$ 75,366,000	\$ 139,644,551	\$ 49,936,000	\$ 57,600,000	\$ 7,760,000	\$ 24,348,551
Acquisitions								
University Business Park		\$ 29,000,000	\$ -	29,000,000	\$ -	\$ 29,000,000	\$ -	\$ -
Subtotal Acquisitions	\$ -	\$ 29,000,000	\$ -	\$ 29,000,000	\$ -	\$ 29,000,000	\$ -	\$ -
Total	\$ 141,581,643	\$ 190,581,082	\$ 337,025,213	\$ 669,187,938	\$ 107,836,000	\$ 427,200,000	\$ 60,047,800	\$ 74,104,139

(1) Project expenditures to date, estimated through August 31, 2009

* Requires BOR/CB approval

University of Houston

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2009 Budget	-----Change-----		FY2010 Budget
		FTE	Percent	
Faculty	1,105	20	1.8%	1,125
Part-time Faculty	906	14	1.5%	920
Professional Staff	2,251	40	1.8%	2,291
Classified Staff	1,293	19	1.5%	1,312
Temporary Staff	745			745
Total	6,300	93	1.5%	6,393

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

	FY2006 Actuals	FY2007 Actuals	FY2008 Actuals	FY2009 Budget	FY2010 Budget	FY10 vs FY09 Change
Semester Credit Hours						
Lower Division	395,842	385,378	388,097	389,000	417,600	28,600
Upper Division	294,241	295,958	294,816	292,615	295,200	2,585
Masters	68,955	72,057	80,197	76,885	86,100	9,215
Doctoral	22,711	21,136	18,913	22,000	19,300	(2,700)
Special Professional	61,294	60,909	60,957	61,000	60,600	(400)
Total	843,043	835,438	842,980	841,500	878,800	37,300
Semester Credit Hours-On/Off Campus						
On Campus	769,251	738,562	734,672	751,500	755,768	4,268
Off Campus	73,792	96,876	108,308	90,000	123,032	33,032
Total	843,043	835,438	842,980	841,500	878,800	37,300
Fall Headcount	34,582	34,334	34,663	34,780	36,200	1,420
Fall FTE	27,421	27,421	27,637	27,720	28,855	1,135

University of Houston
Table 7 - Allocation of Student Service Fees

Sources	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Current Year Revenue	\$ 13,900,550	\$ 408,840	2.9%	\$ 14,309,390
Budgeted Fund Balance	420,455	156,838	37.3%	577,293
Total Sources	\$ 14,321,005	\$ 565,678	3.9%	\$ 14,886,683
Allocations				
*Academic Achievers - Ctr. Mexican-Am. Studies	\$ 62,923	\$ -		\$ 62,923
Activities Funding Board (AFB)	122,336	3,598	2.9%	125,934
Band Program	211,400			211,400
Blaffer Art Gallery	15,000	2,800	18.7%	17,800
Campus Activities	771,905			771,905
Campus Recreation	590,548	(45,000)	-7.6%	545,548
Center for Students w/Disabilities	391,116			391,116
Child Care Center	116,417			116,417
Commuter Services		30,623		30,623
Counseling and Psychological Services	1,199,458	2,574	0.2%	1,202,032
Council of Ethnic Organizations (CEO)	106,071	1,662	1.6%	107,733
Dean of Students (DOS) Handbook	35,745			35,745
DOS Success Programs	100,958			100,958
DOS SIAC/Ombudservice	191,600	58,233	30.4%	249,833
Forensics Society	91,550	31,811	34.7%	123,361
Frontier Fiesta Association	75,439	26,225	34.8%	101,664
Homecoming	43,527	18,636	42.8%	62,163
Intercollegiate Athletics	4,236,772	125,935	3.0%	4,362,707
Learning and Assessment	51,047	15,585	30.5%	66,632
Learning Support Services	447,107	18,722	4.2%	465,829
Metropolitan Volunteer Program	41,840	3,075	7.3%	44,915
Student Government Association	124,122	3,391	2.7%	127,513
Student Legal Services	93,753			93,753
Student Program Board	147,144	40,670	27.6%	187,814
Student Publications	181,124			181,124
Student Video Network	40,725	27,704	68.0%	68,429
University Career Services	840,828			840,828
University Center	1,347,576	20,724	1.5%	1,368,300
University Health Center	1,666,916	49,026	2.9%	1,715,942
Urban Experience Program - VPSA	102,730			102,730
Veterans' Services	92,024	6,063	6.6%	98,087
VPSA Business Office	64,197	49,807	77.6%	114,004
Wellness Center	199,891	2,398	1.2%	202,289
SFAC Operating	4,500	1,500	33.3%	6,000
Budgeted Reserve	512,716	69,916	13.6%	582,632
Total Allocations	\$ 14,321,005	\$ 565,678	3.9%	\$ 14,886,683

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

University of Houston

Note to Table 2: Operations Expenditures By Organization

	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 1,659,866	\$ (173,010)	-10.4%	\$ 1,486,856
University Advancement	11,716,561	(1,501,789)	-12.8%	10,214,772
Student Affairs	34,315,805	3,691,184	10.8%	38,006,989
Research Division	27,314,041	(2,471,632)	-9.0%	24,842,409
Academic Affairs				
Office of the Provost	87,468,079	11,568,013	13.2%	99,036,092
Library	16,707,738	(178,969)	-1.1%	16,528,769
Architecture	4,393,632	97,638	2.2%	4,491,270
Business Administration	34,238,278	3,922,534	11.5%	38,160,812
Education	14,340,453	(158,517)	-1.1%	14,181,936
Engineering	20,521,249	208,612	1.0%	20,729,861
Hotel & Restaurant Management	9,935,817	417,530	4.2%	10,353,347
Law	22,015,975	(56,631)	-0.3%	21,959,344
Liberal Arts and Social Sciences	51,160,300	737,435	1.4%	51,897,735
Natural Sciences & Mathematics	37,374,091	572,606	1.5%	37,946,697
Optometry	14,017,391	916,865	6.5%	14,934,256
Pharmacy	9,625,519	338,612	3.5%	9,964,131
Social Work	3,420,255	93,785	2.7%	3,514,040
Technology	10,942,469	(236,245)	-2.2%	10,706,224
Honors	1,813,367	237,787	13.1%	2,051,154
Subtotal Academic Affairs	\$ 337,974,613	\$ 18,481,055	5.5%	\$ 356,455,668
Administration and Finance	42,841,174	(45,655)	-0.1%	42,795,519
Utilities	18,178,505	(1,000,000)	-5.5%	17,178,505
Staff Benefits	50,614,104	(2,058,115)	-4.1%	48,555,989
Athletics	25,592,200	(291,802)	-1.1%	25,300,398
Institutional Reserves	5,755,602	7,394,871	128.5%	13,150,473
Legislative Mandates	2,964,556	348,651	11.8%	3,313,207
Debt Service	26,296,802	6,208,098	23.6%	32,504,900
System Service Charge	3,911,493	(629,486)	-16.1%	3,282,007
Total Uses	\$ 589,135,322	\$ 27,952,370	4.7%	\$ 617,087,692

University of Houston

Note to Table 3: Restricted Expenditures By Organization

	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 72,188	\$ 21,045	29.2%	\$ 93,233
University Advancement				
Student Affairs	850,867	148,578	17.5%	999,445
Research Division	14,839,595	2,387,189	16.1%	17,226,784
Academic Affairs				
Office of the Provost	67,709,945	13,182,044	19.5%	80,891,989
Library	382,533	(51,390)	-13.4%	331,143
Architecture	691,264	36,098	5.2%	727,362
Business Administration	5,778,507	(223,189)	-3.9%	5,555,318
Education	6,064,327	518,839	8.6%	6,583,166
Engineering	13,156,576	2,219,317	16.9%	15,375,893
Hotel & Restaurant Management	6,572,041	(72,986)	-1.1%	6,499,055
Law	236,245	247,406	104.7%	483,651
Liberal Arts and Social Sciences	15,103,043	(644,258)	-4.3%	14,458,785
Natural Sciences & Mathematics	20,614,520	306,224	1.5%	20,920,744
Optometry	5,398,434	624,310	11.6%	6,022,744
Pharmacy	3,411,705	765,587	22.4%	4,177,292
Social Work	4,110,407	389,163	9.5%	4,499,570
Technology	2,474,001	874,165	35.3%	3,348,166
Honors	746,082	(175,221)	-23.5%	570,861
Subtotal Academic Affairs	\$ 152,449,630	\$ 17,996,109	11.8%	\$ 170,445,739
Administration and Finance	83,687	410	0.5%	84,097
Total Uses	\$ 168,295,967	\$ 20,553,331	12.2%	\$ 188,849,298

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.

Small Class Deflater							
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 2010, 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 2010 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and Administration, and (4) Community Advancement.

UH-Clear Lake Priorities

Overview

UH-Clear Lake served a student body of 7,658 students in fall 2008. 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 42 bachelor's, 46 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.

During fiscal year 2010, UHCL will also be working with area community colleges, school districts, chambers of commerce, and economic development organizations to address issues and concerns related to UHCL seeking authority for downward expansion in the 2011 session of the Texas Legislature. The goal is for the University of Houston System through its four universities to provide various options for students seeking a four-year university experience and for students who seek to begin their higher education at a community college and then transfer to a four-year university. Both student access and student success are top priorities for UHCL and the UH System.

The following section will provide an overview of UHCL's priorities and initiatives for FY 2010. The major priorities include:

1. Student Access and Success
 - Student Recruitment and Advising
 - Student Financial Assistance
 - Faculty
 - Student Services
 - Online Programs
 - Instructional Support
 - Off-Campus Programs
 - Pearland
2. Academic and Research Excellence/National Competitiveness
 - Grant Writers
 - Teaching and Research Resources
3. University Infrastructure and Administration
 - Staff Retention
 - Campus Facilities
 - University Computing
 - PeopleSoft Project Support

- Academic Support and Infrastructure
- Capital Renewal and Deferred Maintenance
- Operations Support
- Faculty and Staff Benefits

4. Community Advancement

- 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 (4,340 in fall 2008) consists primarily of community college transfer students. Over 70% of UHCL undergraduates have attended one or more community colleges prior to enrollment. The graduate student body (3,318 in fall 2008) 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 2008, UH-Clear Lake graduated 2,124 students with 1,197 at the bachelor's level and 927 at the master's level. As of August 2008, UHCL has awarded a total of 49,464 degrees from 1974-75 through 2007-08.

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, UH-Clear Lake is committed to the recruitment, retention, and professional development of faculty as well as the proper balance between full-time and part-time faculty. 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. UHCL also strives to provide faculty compensation levels that are competitive with our peer institutions across the United States.

In addition, UHCL is developing new academic programs and expanding offerings off-campus and online. In 2009, UHCL received approval to offer the MA in Behavior Analysis. UHCL has two new program proposals currently under review by the UH System and the Texas Higher Education Coordinating Board including the BS in Physics and the Bachelor of Applied Science (BAS). 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 five master's degrees online, including Instructional Technology, Software Engineering, Finance, Human Resource Management, and the MBA. For fiscal year 2010, UHCL will develop additional online master's degrees (engineering management and a revision of software engineering) and bachelor's degrees (criminology, finance, and psychology). In fall 2008, UHCL generated 49,809 (78.8%) semester credit hours (SCH) on campus and 13,364 (21.2%) SCH off-campus and online.

A major initiative for UHCL during fiscal year 2010 will be the implementation of our plans relative to the establishment of the UHCL Pearland Campus. UHCL will occupy approximately two-thirds of a 30,000 square foot facility being built by the City of Pearland with the remainder of the facility housing the Pearland Economic Development Corporation. Initially, UHCL will offer five bachelor's and four master's degrees from our schools of business, education, and human sciences and humanities at this site. The City of Pearland-UHCL partnership will contribute to UHCL's top priority of student access and success.

FY 2010 Budget Initiatives

- *Student Recruitment and Advising (\$141,000 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 2010 will add two transfer credit analysts to reduce the turn-around time for course credit evaluation which will facilitate academic advising and the development of the student's candidate plan of studies. UHCL will also fund the establishment of the Academic Support Referral Program and the Learning Assistance Program with a director and staff support. The services provided will assist students who are placed on probation or are considering withdrawing from the university for academic reasons.
- *Student Financial Assistance (\$640,831 New Resources)*
Since approximately 70% 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 2010, UHCL will 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 2010.
- *Faculty (\$1,005,000 New Resources)*
For fiscal year 2010, three new faculty positions will be funded. UHCL will allocate a 4.5% merit and equity pool for faculty salary adjustments. It should be noted that UHCL did not have any compensation increases in fiscal year 2009. 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 Services (\$101,233 New Resources)*
Additional resources will be devoted to the enhancement of student services and programs including student orientation, recreation, and transportation.
- *Online Programs (\$60,000 New Resources)*
UHCL will fund a full-time online program director to facilitate the development and delivery of online bachelor's and master's degrees.
- *Instructional Support (\$935,000 HEAF)*
UHCL's Higher Education and Assistance Funds (HEAF) will be used in fiscal year 2010 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 2010, 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.
- *Pearland (\$913,633 New Resources)*
During fiscal year 2010, UHCL will invest new resources for the establishment of the UHCL Pearland Campus. Resource commitments will be made for faculty, staff, equipment, furniture, computing, and other start-up expenses.

Priority 1. Investment of Resources in FY 2010 Budget Initiatives

	New Resources	HEAF	Total
Student Recruitment and Advising	\$141,000		\$141,000
Student Financial Assistance	640,831		640,831
Faculty	1,005,000		1,005,000
Student Services	101,233		101,233
Online Programs	60,000		60,000
Instructional Support		\$935,000	935,000
Off-Campus Programs		73,312	73,312
Pearland	913,633		913,633
Total	<u>\$2,861,697</u>	<u>\$1,008,312</u>	<u>\$3,870,009</u>

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. During 2008-2009, UHCL's School of Business received reaffirmation of its accreditation by AACSB International – The Association to Advance Collegiate Schools of Business for its undergraduate and graduate programs in accounting and business administration. In fiscal year 2010, UHCL will have site visits by the Accreditation Board for Engineering and Technology (ABET) for our programs in computer information systems and computer science and the Commission of Accreditation for Marriage and Family Therapy Education (CoAMFTE).

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 Commission on Accreditation of Healthcare Management Education in healthcare administration, one of 13 accredited by the National Council for Accreditation of Teacher Education, one of 15 accredited by ABET in computer science and one of 30 accredited by the Council on Social Work Education in undergraduate social work, and one of four accredited by CoAMFTE.

UHCL seeks to develop and increase the research, scholarly, and creative activities of our faculty, staff, and students. In fiscal year 2008, faculty and staff submitted 65 proposals through the Office of Sponsored Programs. Of the 65 proposals, 33 were funded for a total of \$3,621,455. Our goal is to have the dollar value of our sponsored programs and research equal to 10% of the university's annual budget.

FY 2010 Budget Initiatives

- Grant Writers (\$85,000 New Resources)*
UHCL will fund two grant writers for fiscal year 2010 to support faculty and staff in the submission of proposals to local, regional, and national funding agencies as well as to the state and federal governments.
- 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 2010 will fund \$250,000 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 2010 Budget Initiatives

	New Resources	HEAF	Total
Grant Writers	\$85,000		\$85,000
Teaching and Research Resources		\$1,575,283	1,575,283
Total	\$85,000	\$1,575,283	\$1,660,283

Priority 3. University Infrastructure and Administration

Context

UH-Clear Lake is committed to the recruitment, retention, and professional development of our staff. UHCL strives to provide staff compensation levels that are based on local, regional and national surveys of comparable positions. UHCL continues to support staff development through various programs including the Educational Support Association's staff training for effective management, the Office of Human Resource's supervisor and leadership programs, and the University Computing and Telecommunications' computer training programs.

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 2010 will center on campus facilities, university computing, campus security, PeopleSoft project support, deferred maintenance, operations support, and staff benefits.

During 2009-2010, 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 Business and Technology Education Center and the facility being built by the City of Pearland for the UHCL Pearland Campus.

FY 2010 Budget Initiatives

- *Staff Retention (\$725,000 New Resources)*
UHCL will allocate a 4.5% compensation pool for staff which will include across-the-board, merit, and pay plan adjustments. It should be noted that UHCL did not have any compensation increases in fiscal year 2009.
- *Campus Facilities (\$531,022 HEAF)*
Facility improvements will include renovation projects for ADA compliance 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 (\$277,040 New Resources, \$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. Funding will also be provided for the course management system to support new online program initiatives.
- *PeopleSoft Project Support (\$80,000 New Resources)*
In order to increase service and responsiveness to our students while also providing timely student information to faculty and staff, a staff position of functional lead for the PeopleSoft Student System will be funded for fiscal year 2010.

- *Academic Support and Infrastructure (\$103,790 New Resources)*
New funding will be provided for research databases in the School of Business and staff support for academic affairs.
- *Capital Renewal and Deferred Maintenance (\$1,265,000 HEAF)*
A major project for 2010 is the refinish and wet seal of the Bayou Building exterior. Other projects will include replacement of air handling units, and replacement of ceiling tiles and lighting fixtures which will enhance energy efficient operations.
- *Operations Support (\$114,318 New Resources, \$297,786 HEAF)*
Operational support funding will be used for the system service charge, campus security, and staff support for the office of human resources.
- *Faculty and Staff Benefits (\$67,125 New Resources)*
The new funding is needed to provide benefits for faculty and staff positions added for fiscal year 2010.

Priority 3. Investment of Resources in FY 2010 Budget Initiatives

	New Resources	HEAF	Total
Staff Retention	\$725,000		\$725,000
Campus Facilities		\$531,022	\$531,022
University Computing	277,040	678,471	955,511
PeopleSoft Project Support	80,000		80,000
Academic Support and Infrastructure	103,790		103,790
Capital Renewal and Deferred Maintenance		1,265,000	1,265,000
Operations Support	114,318	297,786	412,104
Faculty and Staff Benefits	67,125		67,125
Total	\$1,367,273	\$2,772,279	\$4,139,552

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. During 2008-2009, UH-Clear Lake was one of 119 U.S. colleges and universities selected by the Carnegie Foundation for the Advancement of Teaching for its 2008 Community Engagement Classification. 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 behavior analysis, biotechnology, digital media studies, and engineering management, and a bachelor's degree in public service leadership.

For fiscal year 2010, UHCL will seek to expand its alumni and 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 Business and Technology 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 with the UHCL Pearland Campus which is scheduled to open in Fall 2010. Steps will be taken to bring university resources related to economic development to the City of Pearland's business and government organizations.
- Expansion 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, and area school districts to serve children with developmental disabilities.

FY 2010 Budget Initiatives

- *University Advancement (\$35,000 New Resources)*
UHCL will devote additional resources in fiscal year 2010 to university advancement activities with a special emphasis on increased and enhanced stewardship of university donors, partners, and alumni. The position of stewardship communications coordinator will be funded to engage, acknowledge, and celebrate donors and alumni.

Priority 4. Investment of Resources in FY 2010 Budget Initiatives

	New Resources	HEAF	Total
University Advancement	\$35,000		\$35,000

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2010 Resources

<u>Revenue Changes</u>	<u>A</u>
General Revenue	
1 General Revenue Appropriation	\$ 2,310,161
2 Net Reallocations/Shifts/Uses	\$ 284,264
Tuition	
3 Statutory and Grad Premium Tuition	\$ 474,607
4 Designated Tuition - General	1,225,139
5 Subtotal Tuition	<u>\$ 1,699,746</u>
Student Fees	
6 Other Student Fees	\$ 454,063
7 Endowment, Interest Loss	\$ (399,264)
8 Total New Funds for Allocation	<u>\$ 4,348,970</u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Access and Success	
Student Recruitment and Advising (\$141,000)	
1 Transfer Analysts	\$ 66,000
2 Academic Support Referral and Learning Assistance Programs	75,000
Student Financial Assistance (\$640,831)	
3 Financial Assistance	136,379
4 Scholarships	504,452
5 Student Services	101,233
6 On-Line Programs	60,000
7 Pearlman Faculty (\$1,005,000)	913,633
8 Faculty Retention	760,000
9 School of Human Sciences and Humanities	120,000
10 School of Science and Computer Engineering	75,000
11 Faculty Promotions	50,000
12 Subtotal	<u>\$ 2,861,697</u>
Priority 2. National Competitiveness	
13 Grant Writers	\$ 85,000
Priority 3. University Infrastructure and Administration	
14 Staff Retention	\$ 725,000
15 University Computing	277,040
16 PeopleSoft Project Support	80,000
17 Academic Support and Infrastructure	103,790
18 Operations Support	114,318
19 Faculty and Staff Benefits	67,125
20 Subtotal	<u>\$ 1,367,273</u>
Priority 4. Community Advancement	
21 University Advancement	\$ 35,000
22 Total New Investments	<u>\$ 4,348,970</u>

University of Houston-Clear Lake
Appendix B - Allocation of FY 2010 HEAF

<u>FY10 Allocation</u>	
HEAF	<u>\$ 5,355,874</u>

<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	170,000
Academic Lab Equipment Upgrades	200,000
Off-Campus and Online Programs	73,312
Subtotal	<u>\$ 1,008,312</u>
Priority 2. Academic and Research Excellence/National Competitiveness	
Teaching and Research Resources	
Faculty Computing Upgrades	\$ 250,000
Library	1,325,283
Subtotal	<u>\$ 1,575,283</u>
Priority 3. University Infrastructure and Administration	
Campus Facilities (\$531,022)	
Facilities - University Projects	\$ 441,602
Facilities ADA Compliance	59,420
Furniture & Equipment Replacement	30,000
University Computing (\$678,471)	
Staff Computing Upgrades	150,000
Network/Server Projects	452,471
University Computing/Instructional Technology Upgrades	76,000
Operations Support	297,786
Capital Renewal and Deferred Maintenance	1,265,000
Subtotal	<u>\$ 2,772,279</u>
Total Investments	<u>\$ 5,355,874</u>

University of Houston-Clear Lake
Appendix C - Projected Availability of Scholarships and Grants

	<u>FY2009</u>	<u>FY2010</u>
Funds from Endowed Scholarships	\$ 374,873	\$ 215,227
Texas Grant Program Scholarships	401,280	826,880
Texas Public Education Grant (TPEG)	1,035,440	1,053,887
Property Deposit Scholarships	29,161	21,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	697,320	758,688
Graduate Scholarships	697,838	731,896
B-on-Time Program	31,000	498,560
New Student Scholarships	236,000	286,000
Scholarships - Transfer	580,864	960,316
Alumni Annual Fund Scholarships	22,422	17,138
Cullen Leaders Scholarships	33,000	11,000
Federal College Work Study	124,000	155,441
Federal Pell Grants	3,500,000	4,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	<u>195,727</u>	<u>189,061</u>
Total	<u>\$ 7,958,925</u>	<u>\$ 9,725,094</u>

University of Houston-Clear Lake

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2008 Budget		Dollars	Percent	FY2009 Budget		Dollars	Percent	FY2010 Budget		Dollars	Percent	FY2010 Budget	
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$ 35.5		\$ (0.0)	-0.1%	\$ 35.4		\$ 2.3	6.5%	\$ 37.8					
2 HEAF	6.0		-	0.0%	6.0		(0.6)	-10.8%	5.4					
3 Tuition & Fees	36.9		2.1	5.8%	39.0		2.7	7.0%	41.7					
4 Other Operating (Auxiliaries)	3.7		0.4	9.6%	4.1		0.3	8.2%	4.4					
5 Contracts & Grants (Restricted)	4.9		1.4	28.8%	6.3		1.1	16.7%	7.4					
6 Endowments/Gifts (Restricted)	1.1		(0.0)	-2.3%	1.1		(0.6)	-58.1%	0.5					
7 Total Sources	\$ 88.1		\$ 3.9	4.4%	\$ 92.0		\$ 5.1	5.6%	\$ 97.1					
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$ 20.9		\$ 0.3	1.4%	\$ 21.2		\$ 1.0	4.7%	\$ 22.2					
9 Salaries and Wages - Staff	22.9		0.8	3.5%	23.7		1.8	7.8%	25.6					
10 Benefits	11.2		0.4	3.3%	11.6		0.3	2.2%	11.9					
11 M&O	15.2		1.5	10.2%	16.8		2.0	12.0%	18.8					
12 Capital	4.3		(0.0)	-1.1%	4.2		(0.8)	-17.8%	3.5					
13 Scholarships	6.5		1.3	19.5%	7.8		1.0	13.1%	8.8					
14 Debt Service	3.6		(0.0)	-1.1%	3.6		0.0	0.1%	3.6					
15 Utilities	3.5		(0.3)	-9.7%	3.1		(0.3)	-8.4%	2.9					
16 Total Uses	\$ 88.1		\$ 3.9	4.4%	\$ 92.0		\$ 5.1	5.6%	\$ 97.1					

Capital Facilities Budget

Source of Funds														
18 Bonds	\$ 1.5		\$ -	0.0%	\$ 1.5		\$ 4.5	300.0%	\$ 6.0					
20 Other	1.4		0.2	16.9%	1.7		0.8	46.9%	2.5					
21 Total Sources	\$ 2.9		\$ 0.2	8.3%	\$ 3.2		\$ 5.3	166.5%	\$ 8.5					
Use of Funds by Object														
22 Construction	\$ 1.5		\$ -	0.0%	\$ 1.5		\$ 5.4	361.2%	\$ 6.9					
23 Major Rehabilitation	1.4		0.2	16.9%	1.7		(0.1)	-7.9%	1.5					
25 Total Uses	\$ 2.9		\$ 0.2	8.3%	\$ 3.2		\$ 5.3	166.5%	\$ 8.5					

Total Operating, Restricted and Capital Budget

26	\$ 91.0		\$ 4.1	4.5%	\$ 95.1		\$ 10.4	10.9%	\$ 105.5					
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University of Houston-Clear Lake

Table 2 - Operations

Source of Funds	FY2009 Budget	Change		FY2010 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 25,928,857	\$ 2,306,298	8.9%	\$ 28,235,155
Special Items	473,172			473,172
Tuition Revenue Bonds	3,200,978	3,863	0.1%	3,204,841
State Benefits Appropriation	5,838,456			5,838,456
Subtotal State General Revenue Appropriations	35,441,463	2,310,161	6.5%	37,751,624
Tuition and Fees				
Statutory & Graduate Premium	11,872,220	682,406	5.7%	12,554,626
Lab/other Student Fees	800			800
Subtotal Tuition and Fees	11,873,020	682,406	5.7%	12,555,426
HEAF	6,001,338	(645,464)	-10.8%	5,355,874
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	(110,488)	(7,799)	7.1%	(118,287)
Income on State Treasury Deposits	112,100	(96,106)	-85.7%	15,994
Fund Balance	620,038	146,981	23.7%	767,019
Subtotal General Funds	53,937,471	2,390,179	4.4%	56,327,650
Designated				
Tuition and Fees				
Designated Tuition - General	16,982,207	1,225,139	7.2%	18,207,346
Designated Tuition - Differential	651,000	122,000	18.7%	773,000
Library Fee	781,951	10,320	1.3%	792,271
Technology Fee	1,929,827	309,548	16.0%	2,239,375
Major/Department/Class Fees	3,250,029	228,804	7.0%	3,478,833
Subtotal Tuition and Fees	23,595,014	1,895,811	8.0%	25,490,825
Indirect Cost	157,517	85,358	54.2%	242,875
Investment Income on Non-Endowed Funds	1,150,000	(200,000)	-17.4%	950,000
Endowment Income	253,343	(168,517)	-66.5%	84,826
Contracts / Grants / Gifts	122,580	(300)	-0.2%	122,280
Self Supporting Organizations/Others	999,338	(22,812)	-2.3%	976,526
Fund Balance	681,117	324,740	47.7%	1,005,857
Subtotal Designated Funds	26,958,909	1,914,280	7.1%	28,873,189
Auxiliary Enterprises				
Student Fees				
Student Service Fee	2,933,227	134,568	4.6%	3,067,795
Other Student Fees	611,063	1,325	0.2%	612,388
Subtotal Student Fees	3,544,290	135,893	3.8%	3,680,183
Sales & Service - Parking	643,500			643,500
Sales & Service - Athletics/Hotel/UC/Other	931,138	(147,620)	-15.9%	783,518
Fund Balance	351,851	(48,672)	-13.8%	303,179
Subtotal Auxiliary Funds	5,470,779	(60,399)	-1.1%	5,410,380
Total Current Operating Funds	86,367,159	4,244,060	4.9%	90,611,219
Interfund transfer	(1,840,689)	468,872	-25.5%	(1,371,817)
Total Sources	\$ 84,526,470	\$ 4,712,932	5.6%	\$ 89,239,402
Use of Funds by Object				
Salaries and Wages	\$ 44,137,448	\$ 2,460,072	5.6%	\$ 46,597,520
Benefits	11,499,733	174,379	1.5%	11,674,112
M&O	14,462,668	2,446,794	16.9%	16,909,462
Capital	4,209,880	(752,366)	-17.9%	3,457,514
Scholarships	3,522,659	641,226	18.2%	4,163,885
Debt Service	3,564,853	5,138	0.1%	3,569,991
Utilities	3,129,229	(262,311)	-8.4%	2,866,918
Total Uses	\$ 84,526,470	\$ 4,712,932	5.6%	\$ 89,239,402

University of Houston-Clear Lake

Table 3 - Restricted

Source of Funds	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 2,997,819	\$ 906,396	30.2%	\$ 3,904,215
Financial Aid	3,320,466	1,068,595	32.2%	4,389,061
Gifts	139,447	(13,400)	-9.6%	126,047
Endowment Income	325,369	(282,572)	-86.8%	42,797
Other Restricted	623,001	(342,374)	-55.0%	280,627
Total Current Operating Funds	7,406,102	1,336,645	18.0%	8,742,747
Interfund Transfer	17,552	(922,131)	-5253.7%	(904,579)
Total Sources	\$ 7,423,654	\$ 414,514	5.6%	\$ 7,838,168
Use of Funds by Object				
Salaries and Wages	\$ 773,128	\$ 395,568	51.2%	\$ 1,168,696
Benefits	105,461	76,663	72.7%	182,124
M&O	2,291,730	(433,145)	-18.9%	1,858,585
Capital	7,500			7,500
Scholarships	4,245,835	375,428	8.8%	4,621,263
Total Uses	\$ 7,423,654	\$ 414,514	5.6%	\$ 7,838,168

University of Houston-Clear Lake

Table 4 - Capital Projects

	Project to Date (1)	FY2010 Budget	Future Year Budgets	Total Project Budget	Funded From			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
Arbor Building - Renovation and Expansion	\$ 135,524	\$ 6,000,000	\$ 4,469,284	\$ 10,604,808	\$ -	\$ 10,604,808	\$ -	\$ -
Bay Area Business and Technology Center	71,677	918,323		990,000				990,000
Subtotal New Construction	\$ 207,201	\$ 6,918,323	\$ 4,469,284	\$ 11,594,808	\$ -	\$ 10,604,808	\$ -	\$ 990,000
Major Repair and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance	\$ 1,683,620	\$ 1,350,000		\$ 3,033,620	\$ 2,833,620	\$ -	\$ -	\$ 200,000
Parking Lot/Roadway Maintenance	200,554	193,192		393,746				393,746
Subtotal Major Repairs & Rehabilitation	\$ 1,884,174	\$ 1,543,192	\$ -	\$ 3,427,366	\$ 2,833,620	\$ -	\$ -	\$ 593,746
Total	\$ 2,091,375	\$ 8,461,515	\$ 4,469,284	\$ 15,022,174	\$ 2,833,620	\$ 10,604,808	\$ -	\$ 1,583,746

(1) Project expenditures to date, estimated through August 31, 2009

4.20

University of Houston-Clear Lake

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2009 Budget	Change		FY2010 Budget
		FTE	Percent	
Faculty	195	3	1.5%	198
Part-time Faculty	97	3	3.1%	100
Professional Staff	265	5	1.9%	270
Classified Staff	279	2	0.7%	281
Temporary Staff	92	17	18.5%	109
Total	928	30	3.2%	958

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

	FY2006 Actuals	FY2007 Actuals	FY2008 Actuals	FY2009 Budget	FY2010 Budget	FY10 vs FY09 Change
Semester Credit Hours						
Upper Division	94,384	92,811	91,809	91,365	92,204	839
Masters	57,256	57,497	57,041	56,609	57,369	760
Total	151,640	150,308	148,850	147,974	149,573	1,599
Semester Credit Hours-On/Off Campus						
On Campus	127,862	121,593	115,428	118,379	115,171	(3,208)
Off Campus	23,778	28,715	33,422	29,595	34,402	4,807
Total	151,640	150,308	148,850	147,974	149,573	1,599
Fall Headcount	7,853	7,706	7,522	7,522	7,658	136
Fall FTE	4,743	4,638	4,575	4,575	4,647	72

Note: The FY2010 Budget is based on flat enrollment for the last 3 actual semesters.

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

Sources	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Current Year Revenue	\$ 2,903,792	\$ 133,217	4.6%	\$ 3,037,009
Budgeted Fund Balance	101,851	(48,672)	-47.8%	53,179
Total Sources	\$ 3,005,643	\$ 84,545	2.8%	\$ 3,090,188
Allocations				
AVP, Student Affairs	\$ 151,043	\$ (27,264)	-18.1%	\$ 123,779
Career and Counseling	703,387	25,712	3.7%	729,099
Financial Aid	485,325	8,038	1.7%	493,363
Health Service	282,272	4,794	1.7%	287,066
Intercultural/International Student Services	194,520	6,913	3.6%	201,433
Student Life	249,460	40,085	16.1%	289,545
Student Transportation		35,792	N/A	35,792
Orientation and Welcome Week	10,000			10,000
Annual Leadership Conference	12,500			12,500
Dean of Students	390,893	6,687	1.7%	397,580
Student Cultural Arts	20,000			20,000
Student Government Association	22,500			22,500
Fitness and Wellness	53,797	23,459	43.6%	77,256
Student Life Programs	14,120			14,120
Student Publications	72,814	1,137	1.6%	73,951
Women's Services	49,099			49,099
Utilities	90,000			90,000
Custodial	27,974	882	3.2%	28,856
Administrative Charge	104,160			104,160
System Service Charge	23,000			23,000
SGA Executive Council	2,500			2,500
SSF Unallocated	46,279	(41,690)	-90.1%	4,589
Total Allocations	\$ 3,005,643	\$ 84,545	2.8%	\$ 3,090,188

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

	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 792,519	\$ 13,914	1.8%	\$ 806,433
University Advancement	1,154,450	142,954	12.4%	1,297,404
Subtotal President	1,946,969	156,868	8.1%	2,103,837
Academic Affairs				
Information Resources	345,872	4,710	1.4%	350,582
University Computing	5,439,164	178,217	3.3%	5,617,381
Library	3,214,035	50,204	1.6%	3,264,239
Sr. VP and Provost	2,874,229	237,172	8.3%	3,111,401
Student Services	3,316,834	212,269	6.4%	3,529,103
Enrollment Management	7,298,129	983,145	13.5%	8,281,274
Academic Affairs	500,213	(25,086)	-5.0%	475,127
Business	9,120,846	448,607	4.9%	9,569,453
Education	6,544,565	91,748	1.4%	6,636,313
Human Sciences and Humanities	7,031,510	468,287	6.7%	7,499,797
Science and Computer Engineering	5,812,304	276,593	4.8%	6,088,897
Subtotal Academic Affairs	51,497,701	2,925,866	5.7%	54,423,567
Administration and Finance				
VP Administration & Finance	5,983,053	1,800,563	30.1%	7,783,616
Facilities Management & Construction	4,611,470	(397,695)	-8.6%	4,213,775
Utilities	3,129,229	(262,311)	-8.4%	2,866,918
Subtotal Administration & Finance	13,723,752	1,140,557	8.3%	14,864,309
Other				
Unallocated: Other	112,273	165,493	147.4%	277,766
Debt Service	3,564,853	5,138	0.1%	3,569,991
System Service Charge	2,008,608	61,318	3.1%	2,069,926
Other Transfers	115,049	2,050	1.8%	117,099
Staff Benefits	9,933,763	67,125	0.7%	10,000,888
Fund Balance Contingency	1,328,502	188,517	14.2%	1,517,019
Insurance Premiums	295,000			295,000
Subtotal Other	17,358,048	489,641	2.8%	17,847,689
Total Uses	\$ 84,526,470	\$ 4,712,932	5.6%	\$ 89,239,402

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

	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 5,727	\$ (2,442)	-42.6%	\$ 3,285
University Advancement	11,588	(5,759)	-49.7%	5,829
Subtotal President	17,315	(8,201)	-47.4%	9,114
Academic Affairs				
Information Resources	278,427	167,185	60.0%	445,612
Library	185,692	(965)	-0.5%	184,727
Enrollment Management	5,194,527	(365,612)	-7.0%	4,828,915
Business	56,176	(108)	-0.2%	56,068
Education	888,551	543,653	61.2%	1,432,204
Human Sciences & Humanities	407,138	60,412	14.8%	467,550
Science and Computer Engineering	367,928	41,050	11.2%	408,978
Subtotal Academic Affairs	7,378,439	437,414	5.9%	7,824,054
Administration and Finance	27,900	(22,900)	-82.1%	5,000
Total Uses	\$ 7,423,654	\$ 414,514	5.6%	\$ 7,838,168

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 UHD's 2007-2008 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 2010 University Priorities

Overview

At the beginning of the Fall Semester, all faculty and staff were invited to a town hall meeting to discuss the road map laid out in the university's new strategic plan. Copies of the *Strategic Plan 2008* document were distributed to everyone in attendance and there was a good exchange of ideas about how best to move forward in the directions that the plan had set out for us. The major goals laid out in the UHD Strategic Plan are summarized below.

I. Helping Students Succeed

A top priority for UHD must be to re-examine what it means for students to be successful in today's educational, professional, and community environments. The plan's recommended strategies and actions 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

Because of the critical role faculty and staff play, the plan included 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 the university has grown in enrollments, buildings and teaching locations. Significant effort has gone into providing additional space for UHD's 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. One challenge will be to maintain UHD's small campus feel and continue to function as a true campus community and not as 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.

A new planning entity - the Strategic Planning Oversight Council or SPOC – was created to oversee the implementation of the strategic plan. Part of its charge was to identify those parts of the strategic plan that

should be given priority attention during the FY 2010 unit planning process. SPOC members identified 16 of the plan's 68 recommendations, the largest number of which were recommendations for promoting greater student success. These included:

- Providing student-centered pedagogies that promote access to and interaction with faculty, opportunities for student research, the use of active learning strategies, and opportunities for service learning.
- Ensuring that academic advising is easily accessible to students and that students can develop a continuous relationship with their advisers.
- Providing course offerings that meet the varying logistical needs of the student body through flexibility in class scheduling, teaching location and method of course delivery.
- Providing students with opportunities to: understand and engage in environmental, social, and global issues that affect their communities; and
- Promoting service learning in all appropriate academic programs.

Among the priority recommendations for supporting faculty and staff was to “develop faculty workload policies that support scholarship and that recognize the needs of each department as well as the needs of both junior and senior faculty.” A priority recommendation for Building a Campus Community was to “create a cohesive campus by using consistent design elements among various buildings and grounds.” The major recommendation for Strengthening Community Relations was “to develop a marketing, branding and advertising campaign and provide adequate financial and human resources to support them.”

The FY2010 unit planning guidelines called on each unit to carefully review the priority recommendations identified by SPOC and to consider ways in which the unit could best help in the plan's implementation. All proposed initiatives listed in the unit were ranked according to how well they supported one or more of these priority recommendations. Not all spending initiatives could, of course, be directly linked to any strategic plan priority. An implicit university goal is simply to maintain basic operations. The university has little choice but to budget for increased utility costs or routine maintenance costs.

While a number of the spending initiatives listed in the following pages address the support of basic operations, others do specifically address concerns that were identified by SPOC as concerns that must be addressed if UHD is to make progress in reaching its strategic goals. Examples include a major expansion of advising services, new opportunities for students to become involved in service learning and community development projects, support for a comprehensive marketing campaign, the acquisition of cutting-edge classroom technologies, the institutionalization of support for student research, continued investments in improved campus safety, and making UHD programs more accessible to residents of the Northwest region by participation in the UHS Northwest Houston Initiative. 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

- Support for Student 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/NATIONAL COMPETITIVENESS

- Faculty Research and Professional Development Support

PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

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

PRIORITY 4: COMMUNITY ADVANCEMENT

- Community Engagement/Development Activities
- Recruitment and Outreach Activities

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

Priority 1. Student Access and Success

Context

Expanding access to quality higher education has been a central component of the University's mission since its founding in 1974. Through flexible scheduling of courses, 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. UHD's steady growth is evidence of both its success in expanding access and offering quality programs. Its Fall 2008 enrollment was 12,283, an increase of more than 4% over the previous year. Further, the 2,093 students who earned a degree from UHD in FY 2008, nearly double the 1,074 who graduated ten years earlier. Minority graduates have increased at an even greater rate—from 539 to 1164 or about 116% for the same time frame. As the university prepares for the new biennium, its highest priority will continue to be to provide 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 36% Hispanic, 28% African-American, 22% Anglo, 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.

UHD's commitment to access can be seen in its willingness to take its courses and programs off-campus in order to make it more convenient for students living in outlying areas to pursue their educational goals. A zip code analysis of where UHD students live found that 16% are from inside Loop 610, 35% live between Loop 610 and Beltway 8, and 49% are from outside the beltway. The UH System's Northwest Initiative will significantly expand the number of programs that UHD delivers to that quadrant of the Houston metropolitan area. UHD has committed approximately \$800,000 in FY2010 to support this important UHS initiative.

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. Last year UHD had the second lowest tuition and fees of the state's 34 senior-level institutions. While UHD's tuition and fees are scheduled to go up by a modest amount in FY2010, the cost of attending UHD will remain among the very lowest in the state.

The University's FY 2010 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 2010 Budget Initiatives

- *Advising and Scholarship Support (\$1,847,087 New Resources, \$10,000 HEAF)*

A principal strategy for improving retention and graduation rates is to have advising services that are accessible and effective. Students are much more likely to complete degree requirements in a timely manner if they have regular access to quality advising. In addition to new advising positions, the FY2010 budget increases the number of transcript analyst positions to provide better advising

services to UHD's growing number of transfer students. UHD is also anticipating a significant increase in the number of veterans who will be enrolling in the coming years, and will be adding a Veterans Affairs Coordinator position in FY2010 to ensure that our veterans are well served. The 20% scholarship set-aside from designated tuition is also included in this category. UHD's endowment income for scholarships will be down by \$283,000 for FY2010. To ensure sufficient scholarship funds are available for those students in need, \$1.52M of FY2009 Incentive Funds will be brought forward to fund FY2010 scholarships. Not included in this discussion is \$27.5 million in grants and scholarships that will be covered from other sources (\$18 million in federal grants, primarily PELL, see *Appendix C*).

- *Support for Academic Programs (\$389,217 New Resources, \$276,070 HEAF)*

Another strategy for improving retention and overall institutional effectiveness that emerged as a high priority during UHD's unit planning process was to commit more resources to the systematic assessment of program and student learning outcomes. In addition to supporting a variety of assessment-related initiatives, the FY2010 budget provides modest increases in funding to meet general program support needs. A portion of UHD's HEAF funds will be allocated to meet the academic equipment needs of the colleges. Selected college M&O budgets will receive needed increases and several new positions will be added to improve the institution's ability to carry out its academic mission.

- *Student Support Services (\$193,808 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 (\$151,649 New Resources, \$2,092,592 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 Support (\$51,000 New Resources, \$1,360,500 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.

- *Facilities to Accommodate Continued Growth (\$250,000 New Resources, \$712,700 HEAF)*

The most significant growth initiative in UHD's FY2010 budget is the commitment to engage in the UHS Northwest Houston Initiative. Construction of a much-needed new Science and Technology Building will have to be postponed, as the Legislature chose not to approve any tuition revenue bond funding (TRB) during the 81st session. HEAF funding is allowing the University to move forward with a several smaller projects in the One Main Building, including the expansion of some lab space. 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 (\$924,000 New Resources)*

UHD continues to have a small number of full-time, tenure-track faculty when compared to universities serving similar-sized student bodies. Fourteen new faculty positions included in the FY

2009 budget are needed just to keep pace with the university's growth in enrollment. Five of the new positions are to support UHD's involvement in the UHS Northwest Initiative.

- *Competitive Faculty Salaries (\$348,410 New Resources)*

While UHD had considered establishing a 2% raise pool for faculty that would have been effective on September 1st, the weakening state economy led to a decision to delay any such action until mid-year, conditional on enrollments and the general state of things. Raises associated with faculty promotions will be funded, along with Phase II of a plan to increase the minimum salaries paid to adjunct faculty members.

Priority 1. Investment of Resources in FY 2010 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Advising and Scholarship Support	\$1,847,087	\$10,000	\$1,857,087
Support for Academic Programs	\$389,217	\$276,070	\$665,287
Student Support Services	\$193,808		\$193,808
Library Support	\$151,649	\$2,092,592	\$2,244,241
Lab and Classroom Equipment/Support	\$51,000	\$1,360,500	\$1,411,500
Facilities to Accommodate Growth	\$250,000	\$712,700	\$962,700
New Faculty Positions	\$924,000		\$924,000
Competitive Faculty Salaries	\$348,410		\$348,410
Total	\$4,155,171	\$4,451,862	\$8,607,033

Priority 2. Academic and Research Excellence/National Competitiveness

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. The University also actively encourages its students, both graduate and undergraduate, to undertake research projects. The best example of UHD’s commitment in promoting undergraduate research can be seen in its nationally recognized Scholars Academy. Students in the Academy are eligible to apply for Student Research Stipends within the Departments of Natural Sciences, Computer and Mathematical Sciences, and Engineering Technology. The goals of the program are to improve critical thinking and communication skills, and to provide hands-on research experiences and education to foster interest in graduate school. UHD also sponsors an annual Student Research Conference (SRC), a campus-wide event in which students from all disciplines have the opportunity to present their research and project posters.

FY 2010 Budget Initiatives

- *Matching Grant Support (\$50,000 HEAF)*

To support faculty members applying for external grants and enable them to meet any equipment matching grant requirements, the University sets aside a portion of HEAF money each year.

- *Scholars Academy Support (\$250,000 New Resources)*

In the past the Scholars Academy (SA) has been supported almost entirely through external grants. With a number of these SA-supporting grants now expiring, UHD is providing base funding for personnel and other basic support that the Scholars Academy requires. Institutionalizing certain core SA support functions has always been in UHD’s long-term plan, as this demonstrates the University’s commitment to this highly successful initiative, and the core staff who have worked so hard to make it a success. The University will continue to pursue external funding for the Academy so that it can increase the number of students served and provide enhanced activities. The Academy is a recognized Center of Excellence on campus and has made UHD a leader among its peer group in the production of STEM graduates.

Priority 2. Investment of Resources in FY 2010 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Matching Grant Support		\$50,000	\$50,000
Scholars Academy Support	\$250,000		\$250,000
Total	\$250,000	\$50,000	\$300,000

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 FY2010 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 2010 Budget Initiatives

- *Ongoing Physical Plant Maintenance and Upgrades (\$210,136 New Resources, \$335,000 HEAF)*
UHD continuously seeks to identify facilities maintenance needs and systematically address them. Examples of some of the projects scheduled for FY2010 include flooring replacement in the West Tower stairwell, handrail installation on the east dock of One Main and HVAC work in the paint shop. While UHD's projected utilities costs are down from FY2009 thanks to the new UHS electricity contract, increases costs associated with UHD's new custodial services contract are reflected in this category.
- *Providing Campus Security (\$253,000 New Resources, \$257,800 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.
- *Ongoing Technology Maintenance and Upgrades (\$245,000 New Resources, \$1,255,000 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 programs and administrative operations must be upgraded and/or replaced in a systematic manner.

- *Faculty Technology Support (\$650,000 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.

- *Staff Support (\$315,000 New Resources)*

While UHD had considered establishing a 2% raise pool for staff that would have been effective on September 1st, the weakening state economy led to a decision to delay any such action until mid-year, conditional on enrollments and the general state of things. The budget reflected here will cover increases in certain staff benefits costs and costs associated with the new minimum wage.

- *General Administration and Operations (\$340,000 New Resources, \$220,575 HEAF)*

To support the ongoing operations of the university, funding must be provided for general administrative expenses. This category includes several one-year only presidential transition –related items.

- *HEAF Reserves (\$1,749,330 HEAF)*

For FY 2008-2010 UHD received or will receive \$9.6 million of HEAF annually. Beginning in FY2011, this annual HEAF allocation will drop to approx. \$7.4 million. It will remain at this level through FY2015. In order to “soften the landing” when this drop in funding occurs, UHD is holding back almost \$2 million of its FY2010 allocation as a reserve. This will provide UHD with approximately \$7.8 million per year over the remaining six years of the current 10-year HEAF cycle.

Priority 3. Investment of Resources in FY 2010 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Plant Maintenance and Upgrades	\$210,136	\$335,000	\$545,136
Providing Campus Security	\$253,000	\$257,800	\$510,800
Technology Maintenance and Upgrades	\$245,000	\$1,255,000	\$1,500,000
Faculty Technology Support		\$650,000	\$650,000
Staff Support	\$315,000		\$315,000
General Administration and Operations	\$340,000	\$220,575	\$560,575
HEAF Reserves		\$1,749,330	\$1,749,330
Total	\$1,363,136	\$4,467,705	\$5,830,841

Priority 4. Community Advancement

Context

UH-Downtown has a long history of civic engagement and has always prided itself on its community partnerships and other community connections. This past year The Carnegie Foundation for the Advancement of Teaching announced that the University of Houston-Downtown had been awarded a special designation for universities that had exhibited a true commitment to community engagement through their outreach and partnership programs. To be selected, institutions had to provide descriptions and examples of institutionalized practices of community engagement that showed alignment among mission, culture, leadership, resources and practices.

The University is currently appropriated \$382,500 of Community Development Grant (CDG) funds, which is allocated to support community projects in the Acres Homes community and in Houston's Near North Side. In the past, these funds had essentially been a pass-through, with limited university involvement. CDG funding was increased by \$125,000 during the last legislative session with the understanding that UHD would use these funds to bring to bear its knowledge and expertise in areas like economic development, early childhood development, and criminal justice. This funding will permit the University to play a significant role in community development projects in these two neighborhoods in FY2010.

A greater challenge than gaining recognition from the Carnegie Foundation or obtaining more funding from the Legislature for community development is changing the way UHD is perceived within the local community. Those involved in the Strategic Planning process believed 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. There was near universal agreement that the university needed to do a better job of establishing a strong identity for itself in the community and in marketing itself to perspective students. Community surveys as well as numerous interactions with students, parents and high school advisors reveal considerable confusion about the types of programs and the quality of the educational experiences available at UHD. The following budget initiatives are designed to expand UHD's engagement with the Houston community and to promote a better understanding and appreciation of the quality of its educational programs..

FY 2009 Budget Initiatives

- *Community Engagement and Development Activities (\$250,000 New Resources, \$3,000 HEAF)*
The increase in CDG funding provided by the Legislature provides the university an excellent opportunity to involve more of its students in service learning and community engagement activities. These activities will be coordinated through the university's recently established Office of Community Engagement, which will also serve as a resource for faculty who are developing service learning components in their courses.
- *Recruitment and Outreach Activities (\$348,262 New Resources, \$220,000 HEAF)*
The FY2010 budget provides funding for a marketing, branding and advertising campaign as called for in the strategic plan, as well as funding for more visible signage as part of the existing campus development plan. The budget also provides funding for new recruitment and marketing materials.

Priority 4. Investment of Resources in FY 2010 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Community Engagement and Development	\$250,000	\$3,000	\$253,000
Recruitment and Outreach Activities	\$348,262	\$220,000	568,262
Total	\$598,262	\$223,000	\$821,262

Conclusion

The FY2010 University Plan for UH-Downtown is one that reflects the priorities established through its own strategic planning process, which are very much aligned with the vision for UH-Downtown that has emerged through the larger UHS planning effort. Without losing focus on the fundamental importance of offering high quality academic programs, many the FY2010 priorities address how UHD can grow in a thoughtful, strategic manner so that it can continue to provide access and opportunity to those seeking a higher education.

The 2010 Plan recognizes that there are numerous ways to better meet the educational needs of today's students and, by doing so, expand enrollment. The best way is to retain the students who are already at the institution. In FY2010 UHD will make a strong commitment to improving academic advising, adding eight (8) new advisors and two (2) transcript analysts. The FY2010 Plan also adds 14 new full-time faculty positions to keep up with growth and maintain F/T coverage goals, ensuring that students have access to excellent instructors. In FY2010 UHD will continue to put resources towards the assessment of student learning outcomes, adding staff and support in this important area.

To expand access and opportunity in the Houston area, UHD will play a key role in the UHS Northwest initiative. Demand for UHD programs in this area has already been confirmed by the rapid growth of our Urban Education program at LSC's Cy-Fair College. Funds are also provided in the FY2010 Plan for additional marketing, as the university moves to better establish itself in the minds of the community as a distinct institution with its own reputation for excellence.

University of Houston-Downtown
Appendix A - Allocation of New FY 2010 Resources

<u>Revenue Changes</u>	<u>A</u>
Appropriations Bill	
1 General Revenue Appropriation	\$ 1,645,204
2 Community Development	250,000
3 Subtotal	<u>\$ 1,895,204</u>
4 Utility Savings	\$ 100,000
Tuition	
5 Statutory Tuition	\$ 226,647
6 Designated Tuition	1,816,765
7 Subtotal Tuition	<u>\$ 2,043,412</u>
Student and Auxiliary Fees	
8 Advising Fee	\$ 784,863
9 Student Service / University Center Fee	193,808
10 Other Fees	54,283
11 Subtotal Student and Auxiliary	<u>\$ 1,032,954</u>
12 Endowment Loss/Gifts	\$ (218,941)
13 Budgeted from Reserves	\$ 1,513,940
14 Total New Funds for Allocation	<u><u>\$ 6,366,569</u></u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Success & Access	
1 Advising and Scholarship Support	\$ 1,847,087
2 Support for Academic Programs	389,217
3 Student Support Services (committees)	193,808
4 Library Support	151,649
5 Support for Student Labs and Classroom	51,000
6 Facilities to Accommodate Continued Growth/UHD NW	250,000
7 Add'l Faculty (14) to accommodate growth	924,000
8 Competitive Faculty Salaries	348,410
9 Subtotal	<u>\$ 4,155,171</u>
Priority 2. Academic and Research Excell./National Competitiveness	
10 Scholarship Academy Support	\$ 250,000
Priority 3. University Infrastructure & Administration	
11 Increases in utilities/other over head expenses	\$ 210,136
12 Providing Campus Security	253,000
13 Ongoing Technology Maintenance and Upgrades	245,000
14 Staff Support	315,000
15 General Administration and Operations	340,000
16 Subtotal	<u>\$ 1,363,136</u>
Priority 4. Community Advancement	
17 Community Engagement/Development Activities	\$ 250,000
18 Recruitment & Outreach Activities	348,262
19 Subtotal	<u>\$ 598,262</u>
20 Total New Investments	<u><u>\$ 6,366,569</u></u>

University of Houston-Downtown
Appendix B - Allocation of FY 2010 HEAF

<u>FY10 Allocation</u>		
HEAF	\$	9,548,995
UHS charges		(356,428)
Total Available	\$	<u>9,192,567</u>

<u>Priority/Initiative</u>		<u>Allocation</u>
Priority 1. Student Success & Access		
Advising and Scholarship Support	\$	10,000
Support for Academic Programs		276,070
Library Collection Support		2,092,592
Support for Student Labs and Classroom Equipment		1,360,500
Facilities to Accommodate Continued Growth		712,700
Subtotal	<u>\$</u>	<u>4,451,862</u>
Priority 2. Academic and Research Excell./National Competitiveness		
Set-aside for matching grants	\$	50,000
Priority 3. University Infrastructure & Administration		
Ongoing Physical Plant Maint. & Upgrades	\$	335,000
Providing Campus Security		257,800
Ongoing Technology Maint. & Upgrades		1,255,000
Faculty Technology Support		650,000
General Administration & Operations		220,575
HEAF Reserves		1,749,330
Subtotal	<u>\$</u>	<u>4,467,705</u>
Priority 4. Community Advancement		
Community Engagement/Development Activities	\$	3,000
Recruitment and Outreach Activities		220,000
Subtotal	<u>\$</u>	<u>223,000</u>
Total New Investments	<u>\$</u>	<u>9,192,567</u>

University of Houston-Downtown

Appendix C - Projected Availability of Scholarships and Grants

	FY2009	FY2010
TEXAS Grant	\$ 3,771,187	\$ 4,314,944
Texas Public Education Grants (TPEG)	1,979,630	2,006,771
Designated Tuition - Scholarship set-aside (20%)	1,587,044	1,720,273
<u>Endowed Scholarships</u>		
UHD endowed scholarship funds:		
Scholarship Match - Jeff Davis program (Edmonds)	\$ 73,000	\$ 55,000
AMP Match - Scholars Academy (Edmonds/Jones)	75,000	120,000
Jesse H. Jones Scholars (Jones)	200,000	
Red Rose Scholarships funded through endowments	54,000	18,066
All Other UHD endowed scholarship funds	351,500	341,600
Endowed Scholarships 'make-up' w/Incentive Funds (FY2009)		185,334
	\$ 753,500	\$ 720,000
UHD portion of shared UH System scholarship endowments	\$ 68,500	\$ 20,743
Autrey, Cullen Leadership, Cullinan, Southland, Enron Project GRAD		
Endowed scholarships held at the UH Foundation	\$ 67,000	\$ 122,000
Dykes, A/B & Hearst-UHD, Hugh Roy Cullen-UHS		
<u>Non-Endowed Scholarships</u>		
Teacher Education Scholarships - Cain (1)	\$ 320,000	\$ 200,000
Red Rose Scholarships (RRB proceeds)	25,000	56,934
Deans' Transfer Scholarships (RRB proceeds)	40,000	40,000
100 Club Scholarships	300,000	300,000
All Other UHD non-endowed scholarship funds	\$ 685,000	\$ 596,934
Total	\$ 8,911,861	\$ 9,501,665

Note: UHD expects to process over \$18 million in PELL, SEOG, and CWSP grants in FY2010.

University of Houston-Downtown

Table 1 - Sources & Uses

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	<u>Change</u>		<u>Current</u>	<u>Change</u>		<u>New</u>
	FY2008 Budget	Dollars	Percent	FY2009 Budget	Dollars	Percent	FY2010 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 33.5	\$ 0.1	0.3%	\$ 33.6	\$ 2.5	7.6%	\$ 36.1
2 HEAF	6.3	0.2	3.1%	6.5	1.8	27.2%	8.3
3 Tuition & Fees	48.2	3.1	6.5%	51.4	2.9	5.7%	54.3
4 Other Operating (Auxiliaries)	4.3	0.9	21.3%	5.2	3.0	57.3%	8.1
5 Contracts & Grants (Restricted)	18.7	0.1	0.5%	18.8	5.2	27.9%	24.0
6 Endowments/Gifts (Restricted)	4.2	0.9	21.0%	5.1	(0.6)	-11.5%	4.5
7 Total Sources	\$ 115.3	\$ 5.3	4.6%	\$ 120.6	\$ 14.9	12.3%	\$ 135.5
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 23.5	\$ 2.3	9.9%	\$ 25.9	\$ 1.2	4.5%	\$ 27.0
9 Salaries and Wages - Staff	24.1	1.4	5.7%	25.5	1.4	5.7%	26.9
10 Benefits	11.7	1.0	8.6%	12.7	1.1	8.7%	13.9
11 M&O	19.5	(2.1)	-10.7%	17.4	2.7	15.5%	20.1
12 Capital	6.7	0.2	2.9%	6.9	2.3	33.5%	9.2
13 Scholarships	20.4	2.7	13.4%	23.2	6.2	26.8%	29.4
14 Debt Service	6.5	(0.1)	-0.8%	6.5	0.0	0.6%	6.5
15 Utilities	2.8	(0.2)	-6.9%	2.6	(0.1)	-3.9%	2.5
16 Total Uses	\$ 115.3	\$ 5.3	4.6%	\$ 120.6	\$ 14.9	12.3%	\$ 135.5
<u>Capital Facilities Budget</u>							
Source of Funds							
17 HEAF	\$ 3.3	\$ (0.2)	-6.0%	\$ 3.1	\$ (1.9)	-59.7%	\$ 1.2
19 Gifts	0.1	-	0.0%	0.1	(0.1)	-100.0%	-
21 Total Sources	\$ 3.4	\$ (0.2)	-5.8%	\$ 3.2	\$ (2.0)	-61.0%	\$ 1.2
Use of Funds by Object							
23 Major Rehabilitation	\$ 2.9	\$ 0.3	10.4%	\$ 3.2	\$ (2.0)	-61.0%	\$ 1.2
24 Acquisitions	0.5	(0.5)	-100.0%	-	-	-	-
25 Total Uses	\$ 3.4	\$ (0.2)	-5.8%	\$ 3.2	\$ (2.0)	-61.0%	\$ 1.2
<u>Total Operating, Restricted and Capital Budget</u>							
26	\$ 118.7	\$ 5.1	4.3%	\$ 123.8	\$ 12.9	10.4%	\$ 136.7

University of Houston-Downtown

Table 2 - Operations

Source of Funds	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 22,009,789	\$ 1,656,756	7.5%	\$ 23,666,545
Special Items	382,500	250,000	65.4%	632,500
Tuition Revenue Bonds	6,249,872	(11,552)	-0.2%	6,238,320
State Benefits Appropriation	4,964,912	644,896	13.0%	5,609,808
Subtotal State General Revenue Appropriations	33,607,073	2,540,100	7.6%	36,147,173
Tuition and Fees				
Statutory & Graduate Premium	15,972,695	405,502	2.5%	16,378,197
Lab/other Student Fees	85,000	10,000	11.8%	95,000
Subtotal Tuition and Fees	16,057,695	415,502	2.6%	16,473,197
HEAF	9,628,151	(79,156)	-0.8%	9,548,995
Income on State Treasury Deposits	89,000	(69,000)	-77.5%	20,000
Fund Balance	327,000	529,000	161.8%	856,000
Subtotal General Funds	59,708,919	3,336,446	5.6%	63,045,365
Designated				
Tuition and Fees				
Designated Tuition - General	22,536,477	1,589,848	7.1%	24,126,325
Library Fee	1,395,776	34,586	2.5%	1,430,362
Technology Fee	3,591,249	71,445	2.0%	3,662,694
Major/Department/Class Fees	3,689,492	602,727	16.3%	4,292,219
Subtotal Tuition and Fees	31,212,994	2,298,606	7.4%	33,511,600
Indirect Cost	203,626	7,959	3.9%	211,585
Investment Income on Non-Endowed Funds	650,000	(15,000)	-2.3%	635,000
Endowment Income	59,280	(11,821)	-19.9%	47,459
Contracts / Grants	72,011			72,011
Self Supporting Organizations/Others	1,218,500	47,500	3.9%	1,266,000
Fund Balance	1,169,355	1,115,071	95.4%	2,284,426
Subtotal Designated Funds	34,585,766	3,442,315	10.0%	38,028,081
Auxiliary Enterprises				
Student Fees				
Student Service Fee	3,245,083	192,655	5.9%	3,437,738
Recreation and Wellness Center	709,874	23,685	3.3%	733,559
Other Student Fees	135,000			135,000
Subtotal Student Fees	4,089,957	216,340	5.3%	4,306,297
Sales & Service - Parking	865,000	165,000	19.1%	1,030,000
Sales & Service - Athletics/Hotel/UC/Other	1,267,980	10,000	0.8%	1,277,980
Fund Balance	126,121	212,693	168.6%	338,814
Subtotal Auxiliary Funds	6,349,058	604,033	9.5%	6,953,091
Total Current Operating Funds	100,643,743	7,382,794	7.3%	108,026,537
Interfund transfer	(3,979,958)	2,822,114	-70.9%	(1,157,844)
Total Sources	\$ 96,663,785	\$ 10,204,908	10.6%	\$ 106,868,693
Use of Funds by Object				
Salaries and Wages	\$ 50,201,110	\$ 2,618,916	5.2%	\$ 52,820,026
Benefits	12,643,537	1,028,823	8.1%	13,672,360
M&O	13,753,001	2,590,339	18.8%	16,343,340
Capital	6,876,060	2,302,935	33.5%	9,178,995
Scholarships	4,142,295	1,724,780	41.6%	5,867,075
Debt Service	6,472,782	39,114	0.6%	6,511,896
Utilities	2,575,000	(99,999)	-3.9%	2,475,001
Total Uses	\$ 96,663,785	\$ 10,204,908	10.6%	\$ 106,868,693

University of Houston-Downtown

Table 3 - Restricted

Source of Funds	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 1,677,081	\$ 100,087	6.0%	\$ 1,777,168
Financial Aid	17,117,272	5,141,829	30.0%	22,259,101
Gifts	1,723,109	(404,109)	-23.5%	1,319,000
Endowment Income	735,692	(270,122)	-36.7%	465,570
Other Restricted	2,460,928	48,869	2.0%	2,509,797
Total Current Operating Funds	23,714,082	4,616,554	19.5%	28,330,636
Interfund Transfer	217,161	36,699	16.9%	253,860
Total Sources	\$ 23,931,243	\$ 4,653,253	19.4%	\$ 28,584,496
Use of Funds by Object				
Salaries and Wages	\$ 1,162,749	\$ (4,611)	-0.4%	\$ 1,158,138
Benefits	97,404	85,275	87.5%	182,679
M&O	3,636,748	96,602	2.7%	3,733,350
Scholarships	19,034,342	4,475,987	23.5%	23,510,329
Total Uses	\$ 23,931,243	\$ 4,653,253	19.4%	\$ 28,584,496

University of Houston-Downtown

Table 4 - Capital Projects

	Project to Date (1)	FY2010 Budget	Future Year Budgets	Total Project Budget	Funded From				
					HEAF	Revenue Bonds	Gifts	Other	
Major Repair and Rehabilitation									
	Building Signage - Campus definition	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -
	Peer Tutoring Labs for CS & Math		110,000	-	110,000	110,000			
	CHEM Lab Expansion		120,000	-	120,000	120,000			
	Additional computer rooms for writing instruction		149,000	-	149,000	149,000			
	Other Renovations		335,000	-	335,000	335,000			
	Projects Budgeted Annually								
	Capital Renewal Deferred Maintenance		335,000	-	335,000	335,000			
	Subtotal Major Repairs & Rehabilitation	\$ -	\$ 1,249,000	\$ -	\$ 1,249,000	\$ 1,249,000	\$ -	\$ -	\$ -
Total		\$ -	\$ 1,249,000	\$ -	\$ 1,249,000	\$ 1,249,000	\$ -	\$ -	\$ -

5.22

(1) Project expenditures to date, estimated through August 31, 2009

University of Houston-Downtown

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2009 Budget	-----Change-----		FY2010 Budget
		FTE	Percent	
Faculty	226	12	5.3%	238
Part-time Faculty	236	(5)	-2.1%	231
Professional Staff	240	22	9.2%	262
Classified Staff	251	5	2.0%	256
Temporary Staff	133	(6)	-4.5%	127
Total	1,086	28	2.6%	1,114

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

	FY2006 Actuals	FY2007 Actuals	FY2008 Actuals	FY2009 Budget	FY2010 Budget	FY10 vs FY09 Change
Semester Credit Hours						
Lower Division	121,833	117,001	122,127	135,689	128,588	(7,101)
Upper Division	132,213	135,348	142,121	133,809	147,322	13,513
Masters	1,791	1,542	1,911	1,880	2,056	176
Total	255,837	253,891	266,159	271,378	277,966	6,588
Semester Credit Hours-On/Off Campus						
On Campus	227,668	222,406	232,112	245,026	251,003	5,977
Off Campus	28,169	31,485	34,047	26,352	26,963	611
Total	255,837	253,891	266,159	271,378	277,966	6,588
Fall Headcount	11,484	11,449	11,793	12,143	12,529	386
Fall FTE	7,746	7,723	7,972	7,967	8,220	253

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

	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Sources				
Current Year Appropriations	\$ 3,250,083	\$ 202,655	6.2%	\$ 3,452,738
Remissions/Exemptions	(5,000)	(10,000)	200.0%	(15,000)
Other Income	215,000			215,000
Budgeted Fund Balance	23,354	27,460	117.6%	50,814
Total Sources	\$ 3,483,437	\$ 220,115	6.3%	\$ 3,703,552
Allocations				
Bayou Review	\$ 9,760	\$ 740	7.6%	\$ 10,500
Call Center	120,000	55,000	45.8%	175,000
Campus Activities Board	43,400			43,400
Career Services	293,175	(4,873)	-1.7%	288,302
Clubs and Organizations	82,023	(7,536)	-9.2%	74,487
Disabled Student Services	19,796			19,796
Drama Production	40,025			40,025
Financial Aid Office	881,862	58,908	6.7%	940,770
Graduation/Diplomas	160,400			160,400
Handbook	8,000			8,000
O'Kane Gallery	-	90,501	N/A	90,501
One Main Event	38,000			38,000
Registrar - SSF	184,905	1,288	0.7%	186,193
Student Academic Competition	13,000			13,000
Student Activities	371,689	8,068	2.2%	379,757
VP Student Services/Enroll Mgmt	411,694	11,191	2.7%	422,885
Student Assistant Program	198,000			198,000
Student Awards	3,000	300	10.0%	3,300
Student Government	31,945			31,945
Student Health Service	268,182			268,182
Student Newspaper	35,870			35,870
Student Services	126,007	2,938	2.3%	128,945
Utilities/Other Overhead	80,956	6,939	8.6%	87,895
Unallocated	11,850	(11,850)	-100.0%	-
Volunteer Center	49,898	1	0.0%	49,899
Welcome Week	-	8,500	N/A	8,500
Total Allocations	\$ 3,483,437	\$ 220,115	6.3%	\$ 3,703,552

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

Use of Funds by Organization	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
President	\$ 1,427,349	\$ 85,800	6.0%	\$ 1,513,149
University Advancement	599,672	95,731	16.0%	695,403
Public Affairs	968,287	363,798	37.6%	1,332,085
Employment Services and Operations	1,358,956	132,123	9.7%	1,491,079
Academic Affairs				
Administration (Provost)	3,381,094	377,435	11.2%	3,758,529
Business Administration	8,426,953	510,262	6.1%	8,937,215
Humanities and Social Sciences	10,785,983	449,026	4.2%	11,235,009
Public Service	4,631,766	381,026	8.2%	5,012,792
Sciences and Technology	7,373,024	642,086	8.7%	8,015,110
University College	1,292,796	131,174	10.1%	1,423,970
Subtotal: Academic Affairs	35,891,616	2,491,009	6.9%	38,382,625
Scholarships	4,142,295	112,531	2.7%	4,254,826
Library	3,830,066	148,258	3.9%	3,978,324
Continuing Education	887,284	(3,744)	-0.4%	883,540
Administration				
Administration (VP Administration)	709,844	1,900,711	267.8%	2,610,555
Budget and Procurement	483,108	(27,811)	-5.8%	455,297
Business Affairs	2,006,499	(102,440)	-5.1%	1,904,059
Computing and Telecommunication	7,282,718	537,404	7.4%	7,820,122
Academic Computing	4,139,281	65,017	1.6%	4,204,298
Physical Plant	6,775,809	495,165	7.3%	7,270,974
Risk Management & Compliance	-	317,467	N/A	317,467
Utility	2,575,000	(100,000)	-3.9%	2,475,000
Subtotal: Administration	23,972,259	3,085,513	12.9%	27,057,772
Student Affairs				
Administration (Student Affairs)	1,237,928	314,010	25.4%	1,551,938
Enrollment Services	3,421,218	234,991	6.9%	3,656,209
Student Support Services	819,383	(8,159)	-1.0%	811,224
Student Life	1,409,077	39,871	2.8%	1,448,948
Subtotal: Student Affairs	6,887,606	580,713	8.4%	7,468,319
Staff Benefits	8,095,953	923,085	11.4%	9,019,038
Community Development	382,500	250,000	65.4%	632,500
System Admin - Software Project	550,709	(550,709)	-100.0%	-
System Service Charges	945,306	588,824	62.3%	1,534,130
Insurance Premium	243,126	40,355	16.6%	283,481
Debt Service	5,751,446	760,450	13.2%	6,511,896
Fund Balance Contingency	729,355	1,101,171	151.0%	1,830,526
Total Uses	\$ 96,663,785	\$ 10,204,908	10.6%	\$ 106,868,693

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

Use of Funds by Organization	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
President	\$ 123,175	\$ (38,175)	-31.0%	\$ 85,000
University Advancement	110,885	(103,985)	-93.8%	6,900
Academic Affairs				
Administration (Provost)	321,958	60,042	18.6%	382,000
Business Administration	156,221	(33,778)	-21.6%	122,443
Humanities and Social Sciences	55,990	(5,990)	-10.7%	50,000
Public Service	804,127	(354,127)	-44.0%	450,000
Sciences and Technology	893,702	98,654	11.0%	992,356
University College	914,415	11,026	1.2%	925,441
Subtotal: Academic Affairs	3,146,413	(224,173)	-7.1%	2,922,240
Scholarships	18,123,689	4,873,770	26.9%	22,997,459
Library	-	100,000	NA	100,000
Administration				
Administration (VP Administration)	21,223	22,777	107.3%	44,000
Physical Plant	104,100	(70,000)	-67.2%	34,100
Subtotal: Administration	125,323	(47,223)	-37.7%	78,100
Student Affairs				
Student Life	830	(830)	-100.0%	-
Subtotal: Student Affairs	830	(830)	-100.0%	-
Fund Balance Contingency	2,300,928	93,869	4.1%	2,394,797
Total Uses	\$ 23,931,243	\$ 4,653,253	19.4%	\$ 28,584,496

Memo to: All UH-Downtown/PS Holders

UH-Downtown/PS 10.A.04

From: Max Castillo, President

Issue No. 4

Effective date: 01/01/07

Page 1 of 2

Subject: Faculty Teaching Workload

1. PURPOSE

1.1 This PS defines the policy for faculty teaching workload and applies only to full-time tenured or tenure-track faculty members and only to the part of the year included in the 9-month academic year that encompasses two long semesters.

1.2 This PS is intended to facilitate more effective teaching, increased professional development, improved academic quality, and appropriate response to enrollment growth. Department chairs will regularly monitor each faculty member's teaching load to ensure its consistency with sound pedagogical practices and the best interests of the department and the university.

2. DEFINITIONS

2.1 Year: Unless otherwise specified in this PS, year means the 9-month academic year.

3. POLICY

3.1 The standard workload for the faculty during each long semester is twelve semester credit hours of classroom instruction or the equivalent. In addition, faculty are expected to maintain scheduled office hours, perform other course-related activities, be involved in shared governance activities, provide service to the profession and the community within their areas of expertise, and engage in research and other creative activities.

3.2 Graduate semester hours shall count as 1.5 undergraduate semester hours in determining teaching load.

3.3 Workload adjustments to balance "half-course" credits, as for graduate teaching, shall either be banked until a full credit is earned or may be paid out as an overload if the faculty member should request overload pay. To consider departmental needs, the timing of a workload adjustment should be approved by the department chair but credited within two calendar years from the time the full credit is earned.

3.4 Only with the approval of the president may full-time tenured or tenure-track faculty members who are not department chairs teach fewer than nine semester hours or equivalent each long semester.

3.5 Adjustments and Exceptions to Policy

3.5.1 Adjustments and exceptions to this policy provide for other than the standard teaching workload in particular situations. Where such adjustments and exceptions result in less than the standard teaching workload, such reduction shall be referred to as "reassigned time." The following adjustments are current university-wide policy; however, other adjustments and exceptions may exist or be approved according to the bases indicated in the following section.

3.5.2 The teaching load for department chairs is nine (9) semester hours or equivalent per year.

3.5.3 The cumulative supervision of directed study for 10 students shall count three (3) semester hours in determining the faculty member's workload or to be paid out as an overload if the faculty member prefers. To be credited, all such studies should follow the requirements of

the Directed Studies Policy (03.A.17), including requirements for necessary approvals and documentation.

3.5.4 Adjustments and exceptions to this policy may include other duties as assigned or approved by the department chair, the dean, and the Vice President for Academic Affairs.

4. REVIEW PROCESS

Responsible Party (Reviewer): President

Review: Every two years on or before January 1st.

Signed original on file in Employment Services and Operations.

5. POLICY HISTORY

Issue #3: 3/1/86

6. REFERENCES

There are no references for PS 10.A.04.

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.

UH-Victoria Draft Mission Statement (Updated October 7, 2008)

The University of Houston-Victoria is a dynamic destination university in the Coastal Bend Region of Texas reaching students throughout the state, nation, and world. UHV's mission is to:

- Provide excellent, accessible programs featuring online and traditional instruction.
- Expand knowledge through scholarship, research, and life-long learning.
- Enhance economic and cultural life through community outreach and service learning.
- Engage in global, leadership, and environmentally responsible activities.
- Empower graduates to be successful professionals and citizens.

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

Goal 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.

Goal 2: Research, External Grant Funding, 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. This goal includes an increase in the number and amount of externally funded grants.

Goal 3: Community Engagement 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. Service learning opportunities will integrate community service into the curriculum, providing opportunities for student civic engagement and faculty research.

Goal 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, and student participation through athletics, student organizations and academic success initiatives.

Goal 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.

Goal 6: University Advancement and Development

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.

Goal 7: Planning, Assessment, and Accountability

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. UHV will strive for greater accountability to stakeholders and increased transparency.

Goal 8: Growth and Program Expansion

UHV endeavors to become a comprehensive, destination university through the inclusion of freshmen and sophomores (downward expansion), as well as through the development of doctoral programs (upward expansion), as needed to continue to meet the needs of the surrounding communities.

UH-Victoria Priorities for FY2010

Overview

The University of Houston-Victoria, an upper-level and graduate institution, achieved its largest enrollment spring 2009 with 3,260 students, 1,753 undergraduates and 1,507 graduate students. The fall 2008 semester had a total headcount of 3,174 students and a 14% increase from fall 2007. 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 16 bachelors and 13 master's degrees. Approximately half the students are undergraduates and half are graduate students. UHV graduates about 700 students every year. In 2008, 390 bachelor's degrees and 314 master's degrees were awarded.

UHV is committed to serving the coastal bend region and other areas 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 in Victoria; develop and strengthen international programs and community advancement; continue fund-raising efforts to cultivate excellence throughout the university.

The major UHV priorities for FY 2010 include:

1. Student Access and Success
 - Downward Expansion-adding freshmen and sophomores=4 year ug+grad.
 - Student Recruitment, Retention and Graduation
 - Academic Programs
 - Engaged and Academically Qualified Faculty
 - Distance Education through Multiple Modalities
 - International Education
 - Program Delivery at UH System Centers at Cinco Ranch and Sugar Land, and other areas of Texas
 - Hispanic-Serving Institution (HSI) Status
2. Academic and Research Excellence/National Competitiveness
 - Professional Development Opportunities
 - Faculty Research
 - Externally Funded Research
 - National Program Accreditations
3. University Infrastructure and Administration
 - Technology
 - Administrative Efficiency
 - Competitive Equitable Salaries
 - Quality Improvements
 - Facilities

4. Community Advancement

- American Book Review Reading Series
- LEAD (Letting Education Achieve Dreams)
- Special Programs and Events
- Civic and Community Engagement
- Service Learning Opportunities
- Small Business Development Center (SBDC)

Priority 1. Student Access and Success

Context

As an upper-level and graduate institution, UHV serves two unique student groups. The undergraduate students (1,569 in fall 2008) and post baccalaureate students (50 in fall 2008) are transfer students who have attended one or more colleges or universities prior to enrolling at UHV. The graduate students (1,555 in fall 2008) are primarily working adults and part-time students.

The 81st Texas Legislature approved UHV becoming a four-year destination university that will accept freshmen and sophomores fall, 2010. This new initiative requires new types of student recruitment activities, academic advising and on-campus student employment. In addition to adding lower division undergraduate courses, UHV will continue to develop new academic programs and expand off-campus and online programs to meet students' educational needs.

After UH-Downtown left UHSSL, in 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 approved by the UHS Board of Regents and will be offered fall semester, 2009.

UHV is proud of its graduation rate based on the number of first-time, full-time entering juniors who graduate in four years. From 2004 -2008 UHV had a 64.6% graduation rate.

FY 2010 Budget Initiatives

- *Faculty (\$972,697) (New Resources)*
With significant enrollment growth and several new programs, UHV will be able to serve significantly more students. For FY 2010, nine new tenure-track faculty positions will be funded. In addition, the faculty promotion salary adjustments for full-time tenure-track faculty 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 (\$235,594) (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 \$235,594 will be used for increased costs of employee benefits, merit and promotions.
- *Student Recruitment, Retention and Graduation (\$340,382) (New Resources)*
Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. UHV will be developing new student orientation and retention programs as well as hiring academic advisors and student mentors and tutors. 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;
 - market UHV as a destination university with relevant academic programs.
- *Academic Programs (\$345,606) (New Resources) (\$40,000) (HEAF)*
UHV is expanding its nursing programs to Cinco Ranch and will triple the size of its second degree Nursing program (from 20 to 60 students). 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 (\$105,774) (New Resources)*
For several years UHV has been aggressive in expanding distance education opportunities for students. Fall 2008 UHV offered courses in three modes, 61% online, 35% face-to-face, and 3.5% closed circuit ITV. UHV will continue to enhance electronic library services and resources; extend instructional support services to support Blackboard 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 (\$0) (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. UHV is actively recruiting international students especially in China. Fall 2008 seventeen Chinese students began graduate study in the School of Business Administration at UHV. To support these international students, an International Student Services Coordinator was hired (\$30,000 salary plus \$500 travel) and two student ambassadors were hired (\$8,200). UHV is working with the UH System and other universities to establish collaborative initiatives abroad. Currently UHV has initiatives in China, India, Jamaica, Mexico, Spain and the United Kingdom.
 - *Support UH System Efforts at Sugar Land and Cinco Ranch (\$0) (New Resources) (\$769,172) (HEAF)*
UHV assists in supporting, developing and expanding the UHS presence in Fort Bend County. Both sites are supervised by the Associate Vice Chancellor for UHS Sugar Land whose primary responsibilities are focused on program promotion and support. It is important to note that fall 2007, UHV took responsibility for additional programs and assumed greater and significant proportion of the operating expenses at UHSSL. HEAF funding will provide capital support for the UHS Sugar Land Building Contingency (\$300,000) and supplement the operating expenses for Sugar Land and Cinco Ranch (\$469,172). Since September 2008 management of Sugar Land and Cinco Ranch was assumed by UH System.
 - *Downward Expansion (\$407,452) (New Resources) and (\$750,000 HEAF)*
On June 19, 2010 Governor Rick Perry signed HB 1056 that allows UHV to admit freshman and sophomore students. To prepare for 190 new students, UHV will add new personnel (faculty, new staff, new student workers, custodians, maintenance workers; etc.) and technology for instruction and administration. In order to recruit new-from-high school students, UHV will prepare new marketing

materials, hire recruiters to attract prospective students, increase the number of academic advisors in the School of Arts and Sciences and develop student life programs to augment academic advising for student retention and graduation. HEAF funding will provide capital funds for future expansion projects.

Priority 1. Investment of Resources in FY 2010 Initiatives

	New Resources	HEAF	Total
Faculty	\$972,697		\$972,697
Competitive and Equitable Salaries for Faculty	235,594		235,594
Student Recruitment, Retention and Graduation	340,382		340,382
Academic Programs	345,606	\$40,000	385,606
Distance Education	105,774		105,774
International Education			
UHS Sugar Land and Cinco Ranch		769,172	769,172
Downward Expansion	407,452	750,000	1,157,452
Total	\$2,407,505	\$1,559,172	\$3,966,677

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 2008-2009 including: Princeton Review - #4 Greatest Opportunity for Minority Students (2009) Princeton Review - #10 Most Family Friendly (2009) Get Educated.com #2 (global MBA), #11 (Strategic MBA) AACSB accredited Distance MBA Best Buy (2009); 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 and “haven for Humanities publishing.” 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. In addition, the Victoria Advocate and UHV have partnered with a new funded faculty Chair that is focused on journalism and writing for the media.

FY 2010 Budget Initiatives

- *Professional Development (\$42,633) (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 (\$6,000) (New Resources)*
The faculty has been increasingly productive in publishing research and securing external grants. Sponsored projects total \$2,404,794 in FY 2008 and decrease to \$2,141,482 in FY 2009. Although the overall award amounts decreased the number of awarded grants increased from 11 in FY 2007 to 14 in FY 2008 which are currently being administered in FY 2009. These grants are distributed in four Schools, Student/Academic Services, and the VC/UHV Library in FY 2009.
 - Business in partnership with American Productivity and Quality Center (APQC) awarded \$675,894.
 - Education and Human Development received two-Teacher Quality Grant Programs (TQGP) with awards totaling \$206,000. The Greater Texas foundation awarded UHV Access to Success program \$492,672.
 - Arts & Sciences received \$10,000 through National Endowment for the Arts “Access to Artistic Excellence” program and the Texas Commission on the Arts awarded \$1,500.
 - Nursing received \$205,000 from the Johnson Foundation in support of scholarships and lab equipment. The school received \$11,328 from DeTar Hospital to implement research studies.
 - Student and Academic Services received a Title V Grant to improve and strengthen academic quality for Hispanic students. This award was \$218,465.
 - The VC/UHV Library received a total \$16,500 from the Trull Foundation (\$8,000), Kathryn O’Connor Foundation (\$6,000) and Albert E. & Mrytle Gunn Trust (\$2,500) to conduct 48 oral histories of individual Vietnamese who came to Texas following the Vietnam War.

The research administrator in the Research Development works with faculty on writing and submitting grant proposals for external funding. Beginning in 2009 faculty workload expectations increased 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 developed a research guide for faculty publishing. The Junior Faculty Research grant was established and awarded two faculty \$20,000 each for conducting summer research. UHV will evaluate faculty research resources in FY10 by hiring a consultant for \$6,000.

Priority 2. Investment of Resources in FY 2010 Initiatives

	New Resources	HEAF	Total
Professional Development	\$42,633		\$42,633
Faculty Research	6,000		6,000
Total	\$48,633		\$48,633

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, and developing other quality improvements.

FY 2010 Budget Initiatives

- *Technology (\$480,000) (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. These funds will continue PC replacement cycle, server replacements and upgrades, network equipment and upgrades and classroom technology support.
- *Administrative Efficiency (\$230,074) (New Resources) (\$20,000) (HEAF)*
UHV will continue to make administrative investments needed to insure efficient and effective operations throughout the University. New resources will be dedicated primarily to additional staff salaries and maintenance and operations. HEAF funds will be used for plant support and contingencies (\$20,000).
- *Competitive and Equitable Salaries for Staff (\$355,750) (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 will be used for increased costs of employee benefits, consultant services for salary surveys and merit, equity and reclassifications.
- *Quality improvements (\$ 7,234) (New Resources) (\$276,520) (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 support the Employee Assistance Program and People Admin Simple Hire Applicant Tracking Module. HEAF funds will be used for Library equipment upgrades and materials (\$276,520).
- *Facilities (\$12,000) (New Resources)*
Additional funds will be required for increased building lease costs (\$12,000).

Priority 3. Investment of Resources in FY2010 Initiatives

	New Resources	HEAF	Total
Technology		\$480,000	\$480,000
Administrative Efficiency	\$230,074	20,000	250,074
Competitive and Equitable Salaries for Staff	355,750		355,750
Quality Improvements	7,234	276,520	283,754
Facilities	12,000		12,000
Total	\$605,058	\$776,520	\$1,381,578

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 2010 Budget Initiatives

- *Small Business Development Center (SBDC) (\$19,550) (New Resources)*
New resources will supplement operations in the Small Business Development Center and accommodate specialized training.

Priority 4. Investment of Resources in FY 2010 Initiatives

	New Resources	HEAF	Total
SBDC	\$19,550		\$19,550
Total	\$19,550		\$19,550

University of Houston-Victoria
Appendix A - Allocation of New FY 2010 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ 992,487
2 Special Items	69,550
3 Subtotal	<u>\$ 1,062,037</u>
Tuition	
4 Statutory and Grad Premium Tuition	\$ 288,883
5 Designated Tuition	890,083
6 Subtotal Tuition	<u>\$ 1,178,966</u>
Student Fees	
7 Extended Access Fee	\$ 100,990
8 Library Use Fee	12,624
9 Grad Business Fee	147,689
10 Student Service Fee	36,551
11 Nursing Fee	5,860
12 Subtotal Student Fees	<u>\$ 303,714</u>
13 Endowment Loss	\$ (91,933)
14 Departmental Reductions/Reallocations	\$ 627,962
15 Total New Funds for Allocation	<u>\$ 3,080,746</u>

<u>Priority/Initiative</u>	B <u>Allocation</u>
Priority 1. Student Access and Success	
1 Faculty	\$ 972,697
2 Competitive and Equitable Salaries for Faculty	235,594
3 Student Recruitment, Retention and Graduation	340,382
4 Academic Programs	345,606
5 Distance Education	105,774
6 Downward Expansion	407,452
7 Subtotal	<u>\$ 2,407,505</u>
Priority 2. Acad & Research Excell/Natl Competitiveness	
8 Professional Development	\$ 42,633
9 Faculty Research	6,000
10 Subtotal	<u>\$ 48,633</u>
Priority 3. University Infrastructure & Administration	
11 Administrative Efficiency	\$ 230,074
12 Competitive and Equitable Salaries for Staff	355,750
13 Quality Improvements	7,234
14 Facilities	12,000
15 Subtotal	<u>\$ 605,058</u>
Priority 4. Community Advancement	
16 Small Business Development Center (SBDC)	\$ 19,550
17 Total New Investments	<u>\$ 3,080,746</u>

University of Houston-Victoria
Appendix B - Allocation of FY 2010 HEAF

<u>FY10 Allocation</u>	
HEAF	<u>\$ 2,335,692</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access and Success	
Equip/Instructional Support-Academic Program	\$ 40,000
Capital Support UHS Sugar Land and Cinco Ranch	769,172
Downward Expansion	750,000
Subtotal	<u>\$ 1,559,172</u>
Priority 2. University Infrastructure & Administration	
Technology	\$ 480,000
Administrative Efficiency	20,000
Quality Improvements	276,520
Subtotal	<u>\$ 776,520</u>
Total New Investments	<u>\$ 2,335,692</u>

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

	<u>FY2009</u>	<u>FY2010</u>
Funds from Endowed Scholarships	\$ 324,803	\$ 221,405
State Scholarships		
Texas Grant Program Scholarship	163,680	401,280
Accounting Scholarship	5,000	-
Teacher Quality Grants	28,500	410,000
Texas Public Education Grant (TPEG)	602,916	646,614
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	219,608	270,344
Graduate Scholarships	207,447	263,648
Institutional Scholarships	50,000	80,000
MBA Scholarships	40,000	40,000
Staff Scholarships	50,000	80,000
Employee Tuition Exchange Program with Victoria College	15,000	15,000
Texas College Work Study	11,282	15,579
Special Leveraging Education Assistance Program (SLEAP)	3,334	3,334
Federal College Work Study	50,000	50,000
Federal Pell Grants	1,321,706	1,321,706
Leveraging Education Assistance Program	6,491	6,491
Professional Nursing Scholarship	2,269	4,251
Institutional Nursing Scholarship	30,000	-
Federal Supplemental Education Opportunity Grants (SEOG)	45,174	45,174
National SMART Scholarship Grant(Federal)	22,000	20,000
Academic Competitive Grant (Federal)	31,652	-
Total	<u><u>\$ 3,230,862</u></u>	<u><u>\$ 3,894,826</u></u>

University of Houston-Victoria

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2008 Budget	Dollars	Percent		FY2009 Budget	Dollars	Percent		FY2010 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 18.7	\$ 0.8	4.0%		\$ 19.4	\$ 1.1	5.5%		\$ 20.5
2 HEAF	1.3	0.1	7.9%		1.4	(0.2)	-12.0%		1.2
3 Tuition & Fees	11.2	2.0	18.0%		13.3	1.5	11.1%		14.7
4 Other Operating (Auxiliaries)	5.3	0.7	13.3%		6.1	(2.2)	-35.6%		3.9
5 Contracts & Grants (Restricted)	2.2	0.5	24.1%		2.7	(0.1)	-2.4%		2.7
6 Endowments/Gifts (Restricted)	0.9	(0.4)	-46.1%		0.5	(0.1)	-29.3%		0.3
7 Total Sources	\$ 39.6	\$ 3.7	9.4%		\$ 43.3	\$ 0.0	0.0%		\$ 43.3
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 7.8	\$ 0.8	10.4%		\$ 8.6	\$ 1.0	11.5%		\$ 9.6
9 Salaries and Wages - Staff	9.3	0.9	9.9%		10.3	(0.6)	-6.3%		9.6
10 Benefits	3.7	1.3	35.3%		5.0	(0.0)	-0.4%		5.0
11 M&O	9.4	(0.5)	-5.8%		8.8	0.1	1.2%		8.9
12 Capital Equipment	2.5	0.1	5.0%		2.6	(0.3)	-12.4%		2.3
13 Scholarships	1.9	1.2	63.3%		3.1	0.3	10.4%		3.4
14 Debt Service	4.6	(0.1)	-2.2%		4.5	(0.4)	-7.9%		4.2
15 Utilities	0.4	-	0.0%		0.4	(0.1)	-15.2%		0.4
16 Total Uses	\$ 39.6	\$ 3.7	9.4%		\$ 43.3	\$ 0.0	0.0%		\$ 43.3
<u>Capital Facilities Budget</u>									
Source of Funds									
17 HEAF	\$ 1.0	\$ (0.1)	-10.7%		\$ 0.9	\$ 0.2	25.7%		\$ 1.1
18 Bonds	21.7	(7.2)	-33.1%		14.5	(9.5)	-65.8%		5.0
19 Gifts	6.9	(2.6)	-37.4%		4.3	(4.3)	-100.0%		-
20 Other	1.7	0.2	13.2%		1.9	(1.2)	-61.6%		0.7
21 Total Sources	\$ 31.3	\$ (9.6)	-30.8%		\$ 21.6	\$ (14.8)	-68.6%		\$ 6.8
Use of Funds by Object									
22 Construction	\$ 31.0	\$ (9.4)	-30.2%		\$ 21.6	\$ (14.8)	-68.6%		\$ 6.8
23 Major Rehabilitation	0.3	(0.3)	-100.0%		-	-	-		-
25 Total Uses	\$ 31.3	\$ (9.6)	-30.8%		\$ 21.6	\$ (14.8)	-68.6%		\$ 6.8
<u>Total Operating, Restricted and Capital Budget</u>									
26	\$ 70.9	\$ (5.9)	-8.3%		\$ 65.0	\$ (14.8)	-22.8%		\$ 50.1

University of Houston-Victoria

Table 2 - Operations

Source of Funds	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 10,545,940	\$ 1,539,924	14.6%	\$ 12,085,864
Special Items	944,875	69,550	7.4%	1,014,425
Tuition Revenue Bonds	4,534,024	(371,640)	-8.2%	4,162,384
State Benefits Appropriation	3,202,676	2	0.0%	3,202,678
Dedicated Appropriations-TX Grant/College Work Study	175,799	(175,799)	-100.0%	-
Subtotal State General Revenue Appropriations	19,403,314	1,062,037	5.5%	20,465,351
Tuition and Fees				
Statutory & Graduate Premium	4,220,953	288,884	6.8%	4,509,837
Lab/other Student Fees	26,000	(20,000)	-76.9%	6,000
Subtotal Tuition and Fees	4,246,953	268,884	6.3%	4,515,837
HEAF	2,282,884	52,808	2.3%	2,335,692
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	904,025	(904,025)	-100.0%	-
Income on State Treasury Deposits	40,000	(34,981)	-87.5%	5,019
Fund Balance	647,003	207,284	32.0%	854,287
Subtotal General Funds	27,524,179	652,007	2.4%	28,176,186
Designated				
Tuition and Fees				
Designated Tuition - General	5,439,839	890,083	16.4%	6,329,922
Technology Fee	1,386,926	100,990	7.3%	1,487,916
Major/Department/Class Fees	1,064,937	185,681	17.4%	1,250,618
Subtotal Tuition and Fees	7,891,702	1,176,754	14.9%	9,068,456
Indirect Cost	66,788	(43,621)	-65.3%	23,167
Investment Income on Non-Endowed Funds	300,000	(143,648)	-47.9%	156,352
Contracts / Grants / Gifts	100,000	4,700	4.7%	104,700
Self Supporting Organizations/Others	1,795,661	(1,043,951)	-58.1%	751,710
Fund Balance	1,295,948	(387,447)	-29.9%	908,501
Subtotal Designated Funds	11,450,099	(437,213)	-3.8%	11,012,886
Auxiliary Enterprises				
Student Fees				
Student Service Fee	1,033,613	36,551	3.5%	1,070,164
Other Student Fees	88,000	(11,289)	-12.8%	76,711
Subtotal Student Fees	1,121,613	25,262	2.3%	1,146,875
Sales & Service - Athletics/Hotel/UC/Other	9,900	-	0.0%	9,900
Fund Balance	30,073	(30,073)	-100.0%	-
Subtotal Auxiliary Funds	1,161,586	(4,811)	-0.4%	1,156,775
Total Current Operating Funds	40,135,864	209,983	0.5%	40,345,847
Total Sources	\$ 40,135,864	\$ 209,983	0.5%	\$ 40,345,847
Use of Funds by Object				
Salaries and Wages	\$ 18,461,598	\$ 573,190	3.1%	\$ 19,034,788
Benefits	4,888,006	45,380	0.9%	4,933,386
M&O	7,937,282	297,020	3.7%	8,234,302
Capital	2,621,526	(325,834)	-12.4%	2,295,692
Scholarships	1,295,629	39,666	3.1%	1,335,295
Debt Service	4,519,329	(356,945)	-7.9%	4,162,384
Utilities	412,494	(62,494)	-15.2%	350,000
Total Uses	\$ 40,135,864	\$ 209,983	0.5%	\$ 40,345,847

University of Houston-Victoria

Table 3 - Restricted

Source of Funds	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research/Contracts and Grants	\$ 1,246,240	\$ (453,005)	-36.3%	\$ 793,235
Financial Aid	1,480,357	387,458	26.2%	1,867,815
Endowment Income	313,338	(91,933)	-29.3%	221,405
Other Restricted	148,245	(43,148)	-29.1%	105,097
Total Current Operating Funds	3,188,180	(200,628)	-6.3%	2,987,552
Total Sources	\$ 3,188,180	\$ (200,628)	-6.3%	\$ 2,987,552
Use of Funds by Object				
Salaries and Wages	\$ 396,204	\$ (227,610)	-57.4%	\$ 168,594
Benefits	110,937	(63,731)	-57.4%	47,206
M&O	875,879	(193,347)	-22.1%	682,532
Scholarships	1,805,160	284,060	15.7%	2,089,220
Total Uses	\$ 3,188,180	\$ (200,628)	-6.3%	\$ 2,987,552

University of Houston-Victoria

Table 4 - Capital Projects

	Project to Date (1)	FY2010 Budget	Future Year Budgets	Total Project Budget	Funded From			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
	UHS-Sugar Land Academic Building	\$ -	\$ 1,400,000	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -
	Regional Economic Development Building		4,200,000	4,219,400	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	\$ -	\$ 6,800,000	\$ 4,819,400	\$ 11,619,400	\$ 1,900,000	\$ 8,519,400	\$ -
	Total	\$ -	\$ 6,800,000	\$ 4,819,400	\$ 11,619,400	\$ 1,900,000	\$ 8,519,400	\$ 1,200,000

(1) Project expenditures to date estimated through August 31, 2009

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

Employee Classification	FY2009 Budget	-----Change-----		FY2010 Budget
		FTE	Percent	
Faculty	89	16	18.0%	105
Part-time Faculty	39	4	10.3%	43
Professional Staff	144	10	6.9%	154
Classified Staff	95	9	9.5%	104
Temporary Staff	20	2	10.0%	22
Total	387	41	10.6%	428

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

	FY2006 Actuals	FY2007 Actuals	FY2008 Actuals	FY2009 Budget	FY2010 Budget	FY10 vs FY09 Change
Semester Credit Hours						
Upper Division	27,555	30,444	33,305	35,709	38,544	2,835
Masters	19,254	20,025	21,499	23,440	24,912	1,472
Total	46,809	50,469	54,804	59,149	63,456	4,307
Semester Credit Hours-On/Off Campus						
On Campus	9,643	8,104	6,511	7,098	7,615	517
Off Campus	37,166	42,365	48,293	52,051	55,841	3,790
Total	46,809	50,469	54,804	59,149	63,456	4,307
Fall Headcount	2,491	2,652	2,784	3,093	3,340	247
Fall FTE	1,718	1,837	1,943	2,143	2,331	188

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

Sources	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 1,121,613	\$ 25,262	2.3%	\$ 1,146,875
Budgeted Fund Balance	30,073	(30,073)	-100.0%	
Total Sources	\$ 1,151,686	\$ (4,811)	-0.4%	\$ 1,146,875
Allocations				
Financial Aid	\$ 287,261	\$ 121,649	42.3%	\$ 408,910
Student Relations	43,455	9,649	22.2%	53,104
Student Senate	4,000			4,000
International Programs/Special Projects	59,800	(56,800)	-95.0%	3,000
Registrar	200,332	(72,575)	-36.2%	127,757
Publications	9,000			9,000
Student Organization	3,250			3,250
SS Fees Contingency	43,613	(5,561)	-12.8%	38,052
Special Events	13,842			13,842
Student Service Support	35,025			35,025
Credit Card Support	87,292	4,419	5.1%	91,711
Parking	1,000	(1,000)	-100.0%	
Telecommunications Service	15,409	(981)	-6.4%	14,428
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	66,955	4,165	6.2%	71,120
ADA Compliance	3,000	(2,000)	-66.7%	1,000
International Student Relations	6,000			6,000
Community and Alumni Relations	21,750			21,750
Student Software Training Modules	7,700	(7,700)	-100.0%	
Athletics	162,111	1,924	1.2%	164,035
Total Allocations	\$ 1,151,686	\$ (4,811)	-0.4%	\$ 1,146,875

University of Houston-Victoria

Note to Table 2: Operations Expenditures By Organization

Use of Funds by Organization	FY2009	-----Change-----		FY2010
	Budget	Dollars	Percent	Budget
President				
President's Office	\$ 1,453,130	\$ 136,835	9.4%	\$ 1,589,965
Human Resources	490,201	(45,010)	-9.2%	445,191
Subtotal President	1,943,331	91,825	4.7%	2,035,156
University Advancement	388,810	(134,830)	-34.7%	253,980
Academic Affairs				
Office of the Provost	923,113	395,635	42.9%	1,318,748
Arts and Sciences	3,268,589	302,582	9.3%	3,571,171
Business Administration	4,394,888	547,905	12.5%	4,942,793
Small Business Development Center	197,500	22,550	11.4%	220,050
Education	2,795,701	96,506	3.5%	2,892,207
Nursing	1,188,647	339,194	28.5%	1,527,841
Student & Academic Services	1,696,593	150,741	8.9%	1,847,334
Library	1,011,001	29,176	2.9%	1,040,177
Subtotal Academic Affairs	15,476,032	1,884,289	12.2%	17,360,321
Scholarships	1,295,629	39,666	3.1%	1,335,295
Administration and Finance				
Office of the VP Administration and Finance	1,498,145	(363,961)	-24.3%	1,134,184
Budget	119,269	13,405	11.2%	132,674
Business Services	915,472	39,913	4.4%	955,385
Finance	403,450	(26,847)	-6.7%	376,603
Financial Aid	302,593	110,667	36.6%	413,260
Information Technology	1,678,262	48,878	2.9%	1,727,140
Plant Operations	925,505	385,337	41.6%	1,310,842
Marketing	417,946	195,355	46.7%	613,301
Subtotal Administration and Finance	6,260,642	402,747	6.4%	6,663,389
Other				
Staff Benefits	4,279,996	653,390	15.3%	4,933,386
Contingency	870,158	(321,239)	-36.9%	548,919
Debt Service	4,519,329	(356,945)	-7.9%	4,162,384
System Service Charge	2,078,317	624,700	30.1%	2,703,017
System Center-Sugar Land	1,606,322	(1,606,322)	-100.0%	-
System Center-Cinco Ranch	949,311	(949,311)	-100.0%	-
Information System Project	55,493	(55,493)	-100.0%	-
Utilities	412,494	(62,494)	-15.2%	350,000
Subtotal Other	14,771,420	(2,073,714)	-14.0%	12,697,706
Total Uses	\$ 40,135,864	\$ 209,983	0.5%	\$ 40,345,847

University of Houston-Victoria

Note to Table 3: Restricted Expenditures By Organization

	FY2009 Budget	-----Change-----		FY2010 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 78,444	\$ (9,154)	-11.7%	\$ 69,290
Academic Affairs				
Office of the Provost	254,353	(185,735)	-73.0%	68,618
Regional Outreach				
School of Arts and Sciences	8,510	(8,510)	-100.0%	
School of Business	675,894	(525,894)	-77.8%	150,000
School of Education	174,593	236,104	135.2%	410,697
School of Nursing	11,328	(11,328)	-100.0%	
Small Business Development Center	190,971	8,440	4.4%	199,411
Library	392	(76)	-19.4%	316
Subtotal Academic Affairs	1,316,041	(486,999)	-37.0%	829,042
Scholarships	1,480,357	387,458	26.2%	1,867,815
Administration and Finance				
Financial Aid	313,338	(91,933)	-29.3%	221,405
Total Uses	\$ 3,188,180	\$ (200,628)	-6.3%	\$ 2,987,552

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.