

**Fiscal Year 2011
Plan and Budget
May 18, 2010**

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

Chancellor Renu Khator

**University of Houston System
FY2011 Plan and Budget**

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UH SYSTEM

Fund Groups Used in the Budget Presentation

The tables that display the sources 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 of person.

Table 4. **Capital Projects**

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

University of Houston System Combined
Appendix A - Allocation of New FY 2011 Resources

<u>Revenue Changes</u>	A	<u>Priority/Initiative</u>	B <u>Allocation</u>
Appropriations Bill			
1 General Revenue	\$ 310,080	1 Priority 1. Student Success	\$ 38,999,990
2 Staff Benefits - State Paid	144,617		
3 Higher Ed General Insurance	159,787		
4 Subtotal Appropriations	<u>\$ 614,484</u>	2 Priority 2. National Competitiveness	\$ 13,115,584
5 Service Charge	\$ (226,029)	3 Priority 3. University Infrastructure & Administration	\$ 10,666,767
6 Utility Savings	\$ 125,000	4 Priority 4. Community Advancement	\$ 261,729
Tuition			
7 Tuition & Fee Rate Change	\$ 10,836,000	5 Reserve for State Reduction	\$ 12,219,771
8 Tuition & Fees from Enrollment Increase	4,645,000		
9 Statutory and Grad Premium Tuition	3,029,282		
10 Designated Tuition - General	7,398,298		
11 Designated Tuition - Differential	1,205,564		
12 Graduate Differential Designated Tuition	4,254,000	6 Total New Investments	<u><u>\$ 75,263,841</u></u>
13 Subtotal Tuition	<u>\$ 31,368,144</u>		
Student and Auxiliary Fees			
14 Student Academic Service Fee/Course Fees	\$ 3,441,908		
15 Designated Other	1,519,650		
16 Housing	6,500,880		
17 University Center	3,997,000		
18 Meal Plans	496,000		
19 Parking	340,000		
20 Other Student Fees	1,067,440		
21 Subtotal Student and Auxiliary	<u>\$ 17,362,878</u>		
22 Investment Income	\$ (957,000)		
23 Other Sources	\$ 236,021		
24 Endowment/Interest Loss	\$ (169,611)		
Reductions/Reallocations			
25 For State Reductions	\$ 12,219,771		
26 For University Priorities	14,690,183		
27 Subtotal Reductions/Reallocations	<u>\$ 26,909,954</u>		
28 Total New Funds for Allocation	<u><u>\$ 75,263,841</u></u>		

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

	A		B		C		D		E		F		G	
	Historical		-----Change-----				Current		-----Change-----				New	
	FY2009	Budget	Dollars	Percent	FY2010	Budget	Dollars	Percent	FY2011	Budget				
Operating & Restricted Budget														
Source of Funds														
1 State Appropriations	\$	277.3	\$	19.6	7.1%	\$	296.9	\$	(2.6)	-0.9%	\$	294.3		
2 HEAF		33.9		(5.3)	-15.7%		28.6		(2.8)	-9.7%		25.8		
3 Tuition & Fees		384.8		29.2	7.6%		414.0		41.4	10.0%		455.4		
4 Other Operating (Auxiliaries)		128.1		(1.0)	-0.7%		127.2		25.8	20.3%		153.0		
5 Contracts & Grants (Restricted)		165.4		33.5	20.3%		198.9		38.8	19.5%		237.7		
6 Endowments/Gifts (Restricted)		37.7		(8.1)	-21.6%		29.5		(3.6)	-12.3%		25.9		
7 Total Sources	\$	1,027.2	\$	67.8	6.6%	\$	1,095.0	\$	97.0	8.9%	\$	1,192.0		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	205.7	\$	15.9	7.8%	\$	221.6	\$	4.5	2.0%	\$	226.1		
9 Salaries and Wages - Staff		268.2		7.1	2.7%		275.3		4.7	1.7%		280.1		
10 Benefits		104.6		3.6	3.5%		108.2		3.5	3.2%		111.7		
11 M&O		227.3		21.6	9.5%		248.9		29.2	11.7%		278.2		
12 Capital		41.2		(2.6)	-6.2%		38.7		3.0	7.6%		41.6		
13 Scholarships		115.0		17.6	15.3%		132.6		33.1	25.0%		165.7		
14 Debt Service		40.9		5.9	14.4%		46.7		7.2	15.4%		54.0		
15 Utilities		24.3		(1.4)	-5.9%		22.9		(0.4)	-1.7%		22.5		
16 Reserve for State Budget Reduction		-		-			-		12.2			12.2		
17 Total Uses	\$	1,027.2	\$	67.8	6.6%	\$	1,095.0	\$	97.0	8.9%	\$	1,192.0		

Capital Facilities Budget

Source of Funds														
18 HEAF	\$	19.3	\$	5.5	28.4%	\$	24.7	\$	0.3	1.3%	\$	25.1		
19 Bonds		127.0		11.9	9.4%		138.9		(27.2)	-19.6%		111.7		
20 Gifts		25.3		(7.3)	-29.0%		18.0		(14.0)	-77.7%		4.0		
21 Other		50.6		(25.2)	-49.8%		25.4		(16.0)	-63.1%		9.4		
22 Total Sources	\$	222.3	\$	(15.2)	-6.8%	\$	207.1	\$	(56.9)	-27.5%	\$	150.1		
Use of Funds by Object														
23 Construction	\$	176.5	\$	(61.5)	-34.8%	\$	115.0	\$	(33.5)	-29.1%	\$	81.5		
24 Major Rehabilitation		45.8		17.3	37.8%		63.1		5.6	8.8%		68.7		
25 Acquisitions		-		29.0			29.0		(29.0)	-100.0%		-		
26 Total Uses	\$	222.3	\$	(15.2)	-6.8%	\$	207.1	\$	(56.9)	-27.5%	\$	150.1		

Total Operating, Restricted and Capital Budget

27	\$	1,249.4	\$	52.7	4.2%	\$	1,302.1	\$	40.1	3.1%	\$	1,342.2		
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University of Houston System Combined
Table 2 - Operations

Source of Funds	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 210,643,260	\$ (2,579,672)	-1.2%	\$ 208,063,588
Special Items	16,735,287	(250,000)	-1.5%	16,485,287
Tuition Revenue Bonds	25,257,775	(74,749)	-0.3%	25,183,026
State Benefits Appropriation	43,973,480	313,904	0.7%	44,287,384
Dedicated Appropriations-TX Grant/College Work Study	288,516			288,516
Subtotal State General Revenue Appropriations	296,898,318	(2,590,517)	-0.9%	294,307,801
Tuition and Fees				
Statutory & Graduate Premium	87,863,718	5,224,970	5.9%	93,088,688
Lab/other Student Fees	440,601	4,813	1.1%	445,414
Subtotal Tuition and Fees	88,304,319	5,229,783	5.9%	93,534,102
HEAF	53,332,099	(2,461,234)	-4.6%	50,870,865
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	1,918,713	1,196,524	62.4%	3,115,237
Income on State Treasury Deposits	104,913	124,824	119.0%	229,737
Fund Balance	2,477,306	(283,275)	-11.4%	2,194,031
Subtotal General Funds	444,274,577	1,216,105	0.3%	445,490,682
Designated				
Tuition and Fees				
Designated Tuition - General	156,213,813	20,856,829	13.4%	177,070,642
Designated Tuition - Differential	21,105,331	5,316,298	25.2%	26,421,629
Premium (Law, Pharmacy, Optometry)	13,665,632	18,442	0.1%	13,684,074
Designated Consolidated Univ Services Fees	32,397,959			32,397,959
Library Fee	2,222,633	296,644	13.3%	2,519,277
Technology Fee	7,389,985	887,664	12.0%	8,277,649
Major/Department/Class Fees	59,518,377	2,526,169	4.2%	62,044,546
Subtotal Tuition and Fees	292,513,730	29,902,046	10.2%	322,415,776
Indirect Cost	10,363,414	1,274,457	12.3%	11,637,871
Investment Income on Non-Endowed Funds	5,997,168	(1,265,338)	-21.1%	4,731,830
Endowment Income	6,162,984	(453,231)	-7.4%	5,709,753
Contracts / Grants / Gifts	3,722,569	648,441	17.4%	4,371,010
Self Supporting Organizations/Others	23,091,003	3,962,180	17.2%	27,053,183
Fund Balance	5,501,079	1,487,825	27.0%	6,988,904
Subtotal Designated Funds	347,351,947	35,556,380	10.2%	382,908,327
Auxiliary Enterprises				
Student Fees				
Student Service Fee	21,885,087	1,719,481	7.9%	23,604,568
Recreation and Wellness Center	7,333,010	503,372	6.9%	7,836,382
Other Student Fees	3,919,860	4,074,149	103.9%	7,994,009
Subtotal Student Fees	33,137,957	6,297,002	19.0%	39,434,959
Sales & Service - Student Housing	20,854,644	8,340,780	40.0%	29,195,424
Sales & Service - Parking	8,574,618	749,356	8.7%	9,323,974
Sales & Service - Athletics/Hotel/UC/Other	34,193,439	11,654,187	34.1%	45,847,626
Fund Balance	641,993	(138,649)	-21.6%	503,344
Subtotal Auxiliary Funds	97,402,651	26,902,676	27.6%	124,305,327
Total Current Operating Funds	889,029,175	63,675,161	7.2%	952,704,336
Interfund transfer	(22,422,961)	(1,781,673)	7.9%	(24,204,634)
Total Sources	\$ 866,606,214	\$ 61,893,488	7.1%	\$ 928,499,702
Use of Funds by Object				
Salaries and Wages	\$ 441,491,997	\$ 9,448,671	2.1%	\$ 450,940,668
Benefits	101,652,699	3,275,827	3.2%	104,928,526
M&O	173,276,682	26,496,933	15.3%	199,773,615
Capital	32,510,384	3,622,000	11.1%	36,132,384
Scholarships	48,054,858	8,222	0.0%	48,063,080
Debt Service	46,749,170	7,217,354	15.4%	53,966,524
Utilities	22,870,424	(395,290)	-1.7%	22,475,134
Reserve for State Budget Reduction		12,219,771		12,219,771
Total Uses	\$ 866,606,214	\$ 61,893,488	7.1%	\$ 928,499,702

University of Houston System Combined
Table 3 - Restricted

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 94,824,618	\$ 10,310,324	10.9%	\$ 105,134,942
Financial Aid	85,733,278	27,884,447	32.5%	113,617,725
Gifts	21,774,703	(4,347,860)	-20.0%	17,426,843
Endowment Income	7,909,645	339,005	4.3%	8,248,650
Other Restricted	2,995,771	(219,397)	-7.3%	2,776,374
KUHT/KUHF	18,331,372	574,880	3.1%	18,906,252
Total Current Operating Funds	231,569,387	34,541,399	14.9%	266,110,786
Interfund Transfer	(3,164,675)	601,852	-19.0%	(2,562,823)
Total Sources	\$ 228,404,712	\$ 35,143,251	15.4%	\$ 263,547,963
Use of Funds by Object				
Salaries and Wages	\$ 55,449,503	\$ (189,286)	-0.3%	\$ 55,260,217
Benefits	6,574,819	187,401	2.9%	6,762,220
M&O	75,663,906	2,737,305	3.6%	78,401,211
Capital	6,160,075	(671,958)	-10.9%	5,488,117
Scholarships	84,556,409	33,079,789	39.1%	117,636,198
Total Uses	\$ 228,404,712	\$ 35,143,251	15.4%	\$ 263,547,963

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

Employee Classification	FY2010 Budget	-----Change-----		FY2011 Budget
		FTE	Percent	
Faculty	1,666	46	3%	1,712
Part-time Faculty	1,294	2	0%	1,296
Professional Staff	3,067	13	0%	3,080
Classified Staff	1,978	(12)	-1%	1,966
Temporary Staff	1,003			1,003
Total	9,008	49	1%	9,057

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

	FY2007 Actuals	FY2008 Actuals	FY2009 Actuals	FY2010 Budget	FY2011 Budget	FY11 vs FY10 \$ Change
Semester Credit Hours						
Lower Division	502,379	510,224	537,095	546,188	546,960	772
Upper Division	554,561	562,051	572,611	573,270	614,746	41,476
Masters	151,121	160,648	165,685	170,437	179,667	9,230
Doctoral	21,136	18,913	18,908	19,300	21,154	1,854
Special Professional	60,909	60,957	60,494	60,600	58,857	(1,743)
Total	1,290,106	1,312,793	1,354,793	1,369,795	1,421,384	51,589
Semester Credit Hours-On/Off Campus						
On Campus	1,090,665	1,088,723	1,099,827	1,127,653	1,143,349	15,696
Off Campus	199,441	224,070	254,966	242,142	278,035	35,893
Total	1,290,106	1,312,793	1,354,793	1,369,795	1,421,384	51,589
Fall Headcount	56,141	56,762	59,219	59,727	62,327	2,600
Fall FTE	41,619	42,127	43,736	44,053	46,505	2,452

UH SYSTEM ADMIN

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 2011 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 17% African-American, 36% Hispanic, and 41% white. The student population at the UH System is 16% African-American, 24% 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 the burgeoning Hispanic population. UH System performance with respect to other measures on its progress card has also been strong:

	2009 Report	2010 Report
Total Enrollment	59,219	61,040
Total Degrees Awarded	11,898	12,524
Total Research Expenditures	\$88M	\$102M
Total Annual Giving - Cash Gifts	\$67M	\$77M
Total Annual Giving - New Commitments	\$88M	\$68M

With the UH System maintaining or improving performance on most of its key progress card measures this year, we are poised for continued success in the coming years. To harness this potential, the UH System universities have been engaged in regular strategic planning activities over the past two years. Last year, through planning retreats held with both the UH System presidents and Board of Regents, university descriptors were established 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 Texas Upper Gulf Coast. This year, the universities have taken the next step by developing new mission statements, which were approved by the Board of Regents in February and the Texas Higher Education Coordinating Board in April.

Over the past year, the UHS universities have also been working on the four collaborative, system-wide initiatives identified by Chancellor Khator in 2009: international education, health sciences research and education, pathways for faculty collaboration among institutions, and pathways for student transfer among institutions. Major accomplishments this year include the development of a health sciences plan that examines existing UHS degree programs in the health professions relative to regional workforce needs and begins to chart a course for the development of new programs that serve any unmet needs. A new staff member has also been hired this year

to work with faculty system-wide in identifying joint research opportunities among the universities. An immediate focus is to capitalize on UH-Downtown's federal status as a Minority and Hispanic Serving Institution (MSI/HSI), which enables UHD and its research partners to compete for federal research grants reserved for MSI/HSI institutions.

In addition to these initiatives, the UH System universities will also continue in FY11 to expand program delivery in Sugar Land, Cinco Ranch, Pearland, and Northwest Houston (UH and UHD). The UH System Administration, working with campus leadership, will support the development of all of these initiatives.

FY 2011 Initiatives

- *UH System Strategic Direction and Initiatives*

In FY 2011, the UH System Administration, in collaboration with campus leadership, will continue the work begun two years ago of articulating the strategic direction of the UH System and developing key initiatives. In addition to Chancellor Khator's four collaborative initiatives (health sciences, international programs, faculty research pathways, student pathways) a major focus next year will be the development of campus master plans that align with the new institutional descriptors and mission statements. Work will also proceed on downward expansion at UH-Victoria and UH-Clear Lake, as well as securing approval of a new name for UH-Downtown.

- *82nd Texas Legislature*

Strong support from the Texas Legislature is critical if the UH System universities are to achieve their goals of excellence. When the 82nd Texas Legislature opens in January 2011, increasing support for higher education and the UH System will be our highest priority. According to current estimates, the state may face a \$10-15 billion revenue shortfall during the next biennium. We must, therefore, make the case for our universities more compellingly than we ever have in the past.

- *Federal and Agendas for FY11 and FY12*

During FY11 the UH System will develop and pursue its federal agenda for FY12, 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 FY11 federal agenda, for which our Congressional delegation has included \$23 million (to date) in appropriations requests for UH and UH-Victoria. A final outcome will likely not be known until bills are passed in the fall.

- *Staff Retention (\$247,079 New Resources)*

In FY11, the UH System Administration will allocate \$247,079 to pay for a merit-based salary increase of 3.0 percent and associated benefits for staff members.

- *Reserve for State Reduction (\$171,606 New Resources)*

To prepare for the anticipated five percent state reduction, the UH System has identified \$171,606 in potential cuts for FY11. These reductions will come primarily from business and travel expenditures, operating expenses, communications allowances, and state special item funding.

Investment of Resources in FY 2011 Initiatives

	New Resources	Total
Staff Retention	\$247,079	\$247,079
Reserve for State Reduction	171,606	171,606
Total	<hr/> \$418,685	<hr/> \$418,685

University of Houston System Administration
Appendix A - Allocation of New FY 2011 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ -
2 Service Charges	\$ (226,029)
3 Endowment/Interest Loss	\$ (158,579)
Reductions/Reallocations	
4 For State Reduction	\$ 171,606
5 For System Priorities	631,687
6 Subtotal Reductions/Reallocations	<u>\$ 803,293</u>
7 Total New Funds for Allocation	<u>\$ 418,685</u>

<u>Priority/Initiative</u>	B	<u>Allocation</u>
Priority 3. University Infrastructure & Administration		
1 Staff Retention	\$	247,079
2 Reserve for State Reduction		171,606
3 Total New Investments	\$	<u>418,685</u>

University of Houston - System Administration

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>
	FY2009 Budget	Dollars	Percent	FY2010 Budget	Dollars	Percent	FY2011 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 3.4	\$ 0.3	8.8%	\$ 3.7	\$ -	0.0%	\$ 3.7
2 Other Operating	10.2	(0.8)	-7.8%	9.4	0.9	9.6%	10.3
3 Endowments/Gifts (Restricted)	0.2	(0.1)	-50.0%	0.1	-	0.0%	0.1
4 Total Sources	\$ 13.8	\$ (0.6)	-4.3%	\$ 13.2	\$ 0.9	6.8%	\$ 14.1
Use of Funds by Object							
5 Salaries and Wages - Staff	\$ 8.3	\$ (0.1)	-1.2%	\$ 8.2	\$ 0.2	2.4%	\$ 8.4
6 Benefits	1.1	(0.1)	-9.1%	1.0	-	0.0%	1.0
7 M&O	3.6	(0.3)	-8.3%	3.3	0.7	21.2%	4.0
8 Capital Equipment	0.8	(0.1)	-12.5%	0.7	(0.3)	-42.9%	0.4
9 Reserve for State Budget Reduction	-	-	0.0%	-	0.2	0.0%	0.2
10 Total Uses	\$ 13.8	\$ (0.6)	-4.3%	\$ 13.2	\$ 0.8	6.1%	\$ 14.1
<u>Total Operating, Restricted and Capital Budget</u>							
11	\$ 13.8	\$ (0.6)	-4.3%	\$ 13.2	\$ 0.8	6.1%	\$ 14.1

University of Houston-System Administration
Table 2 - Operations

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Source of Funds				
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 2,000,000			\$ 2,000,000
Special Items	840,617			840,617
State Benefits Appropriation	830,000			830,000
Subtotal State General Revenue Appropriations	3,670,617			3,670,617
Service Charge				
Subtotal General Funds	3,670,617			3,670,617
Designated				
Investment Income on Non-Endowed Funds	285,816	(57,142)	-20.0%	228,674
Endowment Income	1,241,866	(101,437)	-8.2%	1,140,429
Service Charge	6,563,986	(226,029)	-3.4%	6,337,957
Fund Balance	1,302,295	266,995	20.5%	1,569,290
Other Self Supporting Org		1,016,186	NA	1,016,186
Subtotal Designated Funds	9,393,963	(117,613)	-1.3%	10,292,536
Total Current Operating Funds	13,064,580	898,573	6.9%	13,963,153
Total Sources	\$ 13,064,580	\$ 898,573	6.9%	\$ 13,963,153
Use of Funds by Object				
Salaries and Wages	\$ 8,169,932	\$ 252,163	3.1%	\$ 8,422,095
Benefits	1,019,015	13,989	1.4%	1,033,004
M&O	3,174,861	745,261	23.5%	3,920,122
Capital	700,772	(284,446)	-40.6%	416,326
Reserve for State Budget Reduction		171,606		171,606
Total Uses	\$ 13,064,580	\$ 898,573	6.9%	\$ 13,963,153

University of Houston-System Administration
Table 3 - Restricted

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Source of Funds				
Restricted				
Gifts	\$ 50,000	\$ -		\$ 50,000
Endowment Income	70,198	(20,984)	-29.9%	49,214
Other Restricted	25,000	(25,000)	-100.0%	
Total Current Operating Funds	145,198	(45,984)	-31.7%	99,214
Total Sources	<u>\$ 145,198</u>	<u>\$ (45,984)</u>	<u>-31.7%</u>	<u>\$ 99,214</u>
Use of Funds by Object				
M&O	145,198	(45,984)	-31.7%	99,214
Total Uses	<u>\$ 145,198</u>	<u>\$ (45,984)</u>	<u>-31.7%</u>	<u>\$ 99,214</u>

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

Employee Classification	FY2010 Budget	-----Change-----		FY2011 Budget
		FTE	Percent	
Professional Staff	90	(1)	-1.1%	89
Classified Staff	25	-		25
Total	115	(1)	-0.9%	114

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

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Regents	\$ 248,655	\$ (14,818)	-6.0%	\$ 233,837
Chancellor	1,409,067	17,731	1.3%	1,426,798
Academic Affairs	4,302,686	851,344	19.8%	5,154,030
Student Affairs	213,263	(2,400)	-1.1%	210,863
Research	262,943	(7,838)	-3.0%	255,105
Administration and Finance	1,495,242	(31,712)	-2.1%	1,463,530
University Advancement	392,418	3,624	0.9%	396,042
Governmental Relations	803,848	(47,905)	-6.0%	755,943
General Counsel	1,142,735	10,630	0.9%	1,153,365
Auditing	916,953	(30,519)	-3.3%	886,434
Staff Benefits	930,000	20,861	2.2%	950,861
Reserve for State Budget Reduction	-	171,606		171,606
Subtotal Operations	12,117,810	940,604	7.8%	13,058,414
NASA Programs	840,617	(42,031)	-5.0%	798,586
Other Uses				-
Transfer to UH for Charter School	106,153			106,153
Total Uses	\$ 13,064,580	\$ 898,573	6.9%	\$ 13,963,153

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

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Use of Funds by Organization				
Academic Affairs	\$ 103,619	\$ (4,405)	-4.3%	\$ 99,214
Administration and Finance	25,000	(25,000)	-100.0%	-
University Advancement	16,579	(16,579)	-100.0%	-
Subtotal Operations	145,198	(45,984)	-31.7%	99,214
Total Uses	\$ 145,198	\$ (45,984)	-31.7%	\$ 99,214

UNIVERSITY OF HOUSTON

University of Houston Mission and Goals

UH Mission

The mission of the University of Houston is to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting. The University of Houston offers a full range of degree programs at the baccalaureate, master's, doctoral and professional levels and pursues a broad agenda of research and creative activities. As a knowledge resource to the public, the university builds partnerships with other educational institutions, community organizations, government agencies, and the private sector to serve the region and impact the world.

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 2011 and beyond, the University of Houston faces a time of both extraordinary opportunities and challenges. With respect to opportunities, the people of Texas and the state legislature have, like no time in the past, recognized the need to fund the development of more tier-one research universities in the state. This was most recently demonstrated in the November election with the passage of Proposition 4, which approved the use of a half-billion dollar higher education endowment as a funding source for the National Research University Fund (NRUF). Along with the Research Development Fund, the Competitive Knowledge Fund, and the Texas Research Incentive Program (all created over the past decade), the NRUF will support the state's emerging research universities as they attempt to achieve recognition as tier-one research institutions.

Unlike these other funding sources, however, NRUF resources will be accessible to the emerging research universities only when they have met certain criteria that demonstrate that they have already made substantial progress toward becoming a tier-one research university. These include research expenditures, Ph.D.s awarded, value of endowment, and quality of the freshman class, faculty, and graduate programs. Though the performance thresholds for some of these criteria are still being finalized, the University of Houston is the only emerging research university that might already meet required performance levels in order to qualify for NRUF funding at the earliest time possible (FY 2012). As a result, the investments identified in the FY11 plan will contribute – either directly or indirectly – to higher performance levels in the NRUF criteria.

In addition to increased state funding for tier-one universities, the resources generated through enrollment growth are enabling UH to move forward in accomplishing its goals. This year the university posted a record high enrollment of 37,000 students, and next year we are forecasting semester credit hours to grow by two percent, which will produce an additional \$4.6 million in tuition and fees. Looking ahead, the university's enrollment strategy is to increase the academic qualifications of the freshman class, enhance undergraduate retention and graduation, and increase the percentage of graduate students among the total student population, all of which will maximize resources while enhancing student performance and the academic reputation of the university.

Unfortunately, despite the positive impact of increased tier-one funding and enrollment driven revenue, the negative consequences of the economic recession on overall state funding are equally profound. Quite simply, Texas and other states have fewer resources to invest in public services, including higher education. This spring, along with all other state agencies, the University of Houston submitted its plan for reducing state appropriations by five percent for the current fiscal biennium (FY10 and FY11). For UH, this totals \$8.5 million for FY11. In addition, it is estimated that the state budget shortfall for the next biennium will be as high as \$15 billion, which will likely lead to even deeper cuts for the state's universities. At the same time, there is a limit to which the University of Houston can increase tuition and fees to make up for state budget cuts. As indicated above, strategic enrollment growth must play an important role in generating new resources for the university. Therefore, we must be cautious not to limit access to the university by pricing students out of the market.

The FY11 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 \$51.8 million next year in new resources and \$35.9 million in HEAF as identified in the table below.

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Success	\$26,943,658	\$10,331,531	\$37,275,189
National Competitiveness	11,354,869	13,054,237	24,409,106
University Infrastructure and Administration	4,985,250	12,500,000	17,485,250
Reserve for State Reduction	8,526,066	0	8,526,066
Total	\$51,809,843	\$35,885,768	\$87,695,611

Perhaps most significantly, the University of Houston will invest the vast majority of its new resources (\$38.3 million) in its top two priorities of student success and national competitiveness. It is important to note that investments in one of these priorities also contributes to success in the other. Additionally, of the \$51.8 million in new resources, \$19.3 million has been secured through internal budget reallocations. And of these reallocated dollars, only \$8.5 million was needed for the FY11 state budget reduction. The balance of \$10.7 million, on the other hand, represents an institutional decision to reallocate additional resources to the priorities of the university. Given the challenging financial environment in which universities in Texas and other states find themselves, we believe that if UH is to move forward in the coming years we must ensure that our existing resources are put to their best possible use. An explanation of how these budget reallocations were instituted can be found at the end of this plan.

To conclude, the UH FY11 Plan and Budget is the product of a eight-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).
- Resources will be reallocated to comply with the state budget reduction and to invest in the priorities of the university.
- Resources will be allocated to initiatives that promote enrollment growth, new faculty and course sections.

Priority 1. Student Success

Context

Increasing the enrollment, retention and graduation of a diverse student body with exceptional academic qualifications 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 maintain or improve its performance on most of the student success measures on its progress card:

	2009 Report	2010 Report
Total Enrollment	36,104	37,000
Total Degrees Awarded	7,016	7,181
Freshman 1-year Retention Rate	79%	79%
Freshman 6-year Graduation Rate	42%	41%
Transfer 1-year Retention Rate	81%	80%
Transfer 4-year Graduation Rate	59%	60%
Course Completion Rate	94%	94%
Freshman Acceptance Rate	79%	70%
Freshman Average SAT	1061	1079

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. An important factor influencing student success measures such as graduation and retention rates is the academic preparation of incoming students, and in this area (as reflected in the freshman acceptance rate and average SAT score) the university has made progress this year. As a next step in this process, the university has developed more competitive admissions standards for incoming freshmen that, pending Board of Regents approval, will be implemented in Fall 2012. Improving the academic qualifications of incoming freshmen will not only enhance student success but will speed UH's qualification for funding through the National Research University Fund (NRUF), which will likely consider average SAT score and class rank as indicators of a highly qualified freshman class, one of the criteria for NRUF funding.

In addition to student success at the undergraduate level, UH continues to make progress at the graduate level (also a factor in UH's tier-one aspirations at both the state and national level). Over the past year, master's enrollment has increased eight percent (from 3,983 to 4,287) and doctoral enrollment has increased ten percent (from 1,501 to 1,647). Doctoral education is especially important to UH since awarding 200 Ph.D.s annually is an NRUF criterion (UH awarded 187 Ph.D.s last year). Long term, increased doctoral enrollment at UH will translate into increased degree production.

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 increasing scholarships to ensure students have the resources they need to pay for college and expanding and professionalizing our student support staff, including recruiters, advisors, financial aid officers, and assessment personnel. As we look to FY11, the University of Houston will once again invest the majority of its new resources (\$26.9 million) in initiatives directly tied to improving student success.

FY 2011 Budget Initiatives

- *Financial Aid (\$5,776,350 New Resources)*

Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. In FY11 special emphasis will be placed on using financial assistance to attract high-achieving undergraduate and doctoral students. Specifically, \$1,500,000 will be invested in

undergraduate merit scholarships, and \$1,500,000 will be invested in doctoral fellowships/assistantships. Resources will also be used to fund the Graduation Pledge Program (\$777,000), which provides financial incentives for students to graduate in four years, and the financial aid that must be statutorily set aside for increases in designated tuition (\$1,899,350).

- *Faculty Hiring & Retention (\$6,593,428 New Resources)*

Hiring new faculty and rewarding current faculty members with merit-based salary increases are imperative to enhancing instructional quality and student success. In FY11, we will invest \$2,700,000 in approximately 17-20 new faculty lines in programs of demonstrated excellence and high enrollment demand. We will also fund a 3% merit-based faculty raise pool (\$3,571,928), which will help us retain our best faculty, and cover faculty promotion and tenure salary increases (\$321,500).

- *Student Recruitment & Marketing (\$900,000 New Resources)*

If UH is to become a national research university, it is imperative that we attract students from beyond our principle service region – the Houston metropolitan area. Therefore, in FY11, \$500,000 will be invested in state-wide undergraduate recruitment and marketing, and \$400,000 will be invested in graduate student recruitment and marketing. UH has already established an undergraduate recruiting office in Dallas, and the new resources will be allocated to set up a comparable office in San Antonio, with plans to extend these activities to Austin and the Rio Grande Valley in the future. With respect to graduate student recruiting, staff will be hired in the Provost's Office to work with the UH colleges on recruitment and marketing initiatives.

- *Core Curriculum Initiatives (\$600,000 New Resources)*

In FY11, the University of Houston will continue its multi-year effort to improve the enrollment, persistence and learning of undergraduate students. Specifically, next year we will invest \$600,000 in the creation of a Center for Teaching Excellence and two programs designed to improve student success in the core curriculum: drop-in sections and recitation sections. Drop-in sections are small sections created as an immediate intervention for students struggling (based on early exam grades) in large core curriculum courses. At the opposite end of the spectrum, small recitation sections will be created as an extension of large core courses for highly motivated students who are looking for more personal intellectual engagement in the subject matter than a large section can provide.

- *Expanded Instruction (\$740,000 New Resources)*

The University of Houston must expand instruction if it is to accommodate enrollment growth, facilitate degree completion, and maximize revenue. In FY11, \$740,000 will be invested in the creation of approximately 120 new course sections in areas of high instructional demand.

- *Classroom & Business Building (\$5,000,000 HEAF)*

In addition to expanding instruction, the University of Houston must expand instructional facilities and infrastructure if it is to meet the needs of students. In FY11, UH will invest \$5,000,000 in the development of the new Classroom and Business Building. The first two floors of the building will include university-wide classrooms and academic space. The upper floors (fundraising for which is in progress) will be used by the Bauer College of Business.

- *UH Northwest Start-Up & Operations (\$400,000 New Resources)*

Last year, 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. Programs will be delivered at the Lone Star College University Center, which will facilitate student transfer to UH from the community college. In FY11, \$400,000 will be invested in the staff, infrastructure and operations support needed to deliver UH programs at the center next year.

- University Libraries (\$600,000 New Resources, \$5,331,531 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 FY11, \$600,000 in new resources and \$5,331,531 in HEAF will be used to maintain collections and cover the debt service on the addition to the M.D. Anderson Library.
- Campus Housing (\$6,500,880 New Resources)*

Increasing the number of students living on campus is an important part of building a strong university community and enhancing student retention and graduation. In FY11, the university will increase its investment in campus housing by \$6.5 million, the majority of which will be used to operate the new 1,000 freshman residence hall, as well as maintain and improve other campus living facilities.
- Campus Life Initiatives (\$4,833,000 New Resources)*

Enhancing the quality of campus life is essential to attracting more students to UH. In FY11, the university will invest \$4,833,000 in campus life initiatives. Most significantly, approximately \$4 million will be invested in the upcoming renovations of the University Center, with the remainder going to the maintenance and improvement of food services and parking on campus.

Priority 1. Investment of Resources in FY 2011 Initiatives

	New Resources	HEAF	Total
Financial Aid	\$5,776,350		\$5,776,350
Faculty Hiring & Retention	6,593,428		6,593,428
Student Recruitment & Marketing	900,000		900,000
Core Curriculum Initiatives	600,000		600,000
Expanded Instruction	740,000		740,000
Classroom & Business Building		\$5,000,000	5,000,000
UH Northwest Start-Up & Operations	400,000		400,000
University Libraries	600,000	5,331,531	5,931,531
Campus Housing	6,500,880		6,500,880
Campus Life Initiatives	4,833,000		4,833,000
Total	\$26,943,658	\$10,331,531	\$37,275,189

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, UH has made major advances on its progress card measures for national competitiveness:

	2009 Report	2010 Report
Total Research Expenditures	\$84M	\$99M
Federal Research Expenditures	\$43M	\$40M
Graduate Programs Ranked in Top 50	5	5
Number of Doctorates Awarded	259	231
Number of Postdoctoral Appointees	173	185

UH is on the verge of breaking \$100 million in research expenditures, which is a remarkable accomplishment for the university and represents an 18 percent increase over research expenditures from the previous fiscal year (FY08). Plus, all indications are that research expenditures for the current fiscal year will be higher than last year's total. 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 by 2015.

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.

Over the past year, two recent UH clusters – one in the health sciences, the other in energy – have made significant progress in securing research awards, receiving a total of \$8.5 million in grants from the Governor's Emerging Technology Fund. The Texas International Center for Cell Signaling and Nuclear Receptors (led by Dr. Jan-Ake Gustafsson, M.D., Ph.D.) engages in basic, translational and clinical biosciences research through which new treatments will be developed for an array of ailments, including cancer, diabetes and obesity. The TcSUH Applied Research Hub, which is a partnership between the Texas Center for Superconductivity at the University of Houston (TcSUH), the UH Department of Mechanical Engineering, and SuperPower, Inc., is focusing on the development and commercialization of superconducting wire to be used in electricity transmission at far greater efficiency levels than existing technologies possess.

FY 2011 Budget Initiatives

- *Faculty Start-Ups (\$3,500,000 HEAF)*
In FY11, the University of Houston will invest \$3,500,000 in start-ups for new faculty members. Start-up investments include lab renovations and equipment purchases for new faculty.
- *Health & Biomedical Sciences Center (\$2,089,765 New Resources, \$3,554,237 HEAF)*
Central among the university's investments in core facilities next year will be approximately \$5.6 million for the planned Health and Biomedical Sciences Center. The new center will be a six-story building housing multiple programs in the health sciences. Among these are the UH College of Optometry Vision Institute (which will include an ambulatory surgical center, a laser center, and specialized research laboratories), animal care facilities, Neuropsychology and Neurosciences, and programs associated with the Texas Institute for Measurement, Evaluation, and Statistics (one of UH's most productive research centers).
- *SERC Build-Out (\$6,000,000 HEAF)*
The Science and Engineering Research Center is available space on campus that is ideal for the development of research clusters and core facilities. In FY11, 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 core facilities for Chemistry and Biochemistry (4th floor) and research labs for Biomedical Engineering (2nd floor).
- *Energy Research Park & Other New Facilities (\$2,477,104 New Resources)*
The construction and renovation of new facilities on campus require a corresponding investment in the operations of those facilities (e.g., building maintenance, utilities). In FY11 the University of Houston will invest \$2.5 million to cover the operating costs for new and renovated facilities that are key to the academic excellence mission of the institution, including the Energy Research Park, the SERC building, Fleming Hall (Natural Sciences & Mathematics), Cemo Hall (Bauer College of Business), and the Valenti School of Communication.
- *Animal Care Operations (\$365,000 New Resources)*
State-of-the-art animal care facilities are an essential core facility that the university must have to develop its research programs in the health sciences and attract top faculty and students. In FY11 UH will invest \$365,000 to improve the operations of these facilities.
- *Professional Program Enhancements (\$6,423,000 New Resources)*
The UH professional colleges and graduate programs are also key to the university's reputation as a national university. In FY11, we will invest \$6,423,000 in several programs with an eye toward enhancing student services, enrollment, academic excellence, and program reputation. Major investments include enhancing market competitiveness for Law faculty salaries (\$2,273,213); developing an executive doctoral program in Education (\$432,000); enhancing the Executive MBA Program (\$724,476); support for new faculty in the Colleges of Optometry, Engineering and Hotel & Restaurant Management (\$323,965); and support for other initiatives designed to improve instruction, student services and facilities.

Priority 2. Investment of Resources in FY 2011 Initiatives

	New Resources	HEAF	Total
Faculty Start-Ups		\$3,500,000	\$3,500,000
Health & Biomedical Sciences Center	\$2,089,765	3,554,237	5,644,002
SERC Build-Out		6,000,000	6,000,000
Energy Research Park & Other New Facilities	2,477,104		2,477,104
Animal Care Operations	365,000		365,000
Professional Program Enhancements	6,423,000		6,423,000
Total	\$11,354,869	\$13,054,237	\$24,409,106

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 668 acres of land, 135 buildings, and 9.9 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, major construction projects that have been or will be completed include the new 1,000-bed undergraduate residence hall, the east parking garage, the Hilton Hotel renovation, Cemo Hall in the Bauer College of Business, and the Moody Towers Dining Hall renovation. 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 unable to provide staff with salary increases, so we are committed to doing so in FY11.

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. In FY09, cash gifts to the university were \$73.2 million (up from \$61.7 million the year before), while new commitments declined somewhat, from \$82.0 million in FY08 to \$65.6 million in FY09. However, considering that these are challenging economic times, the University of Houston is performing well. UH was the only Texas university that saw an increase in cash gifts in FY09, and UH's new commitments, though down from the previous year, are still up considerably when measured against the past several years of performance.

In FY11, the University of Houston will continue to make the investments needed to ensure excellence in its campus buildings, infrastructure and staff.

FY 2011 Budget Initiatives

- *Staff Retention (\$3,565,250 New Resources)*
In FY11, the University of Houston will allocate \$3,565,250 to pay for a merit-based salary increase of 3.0 percent and associated benefits for staff members.
- *Capital Renewal/Deferred Maintenance (\$10,000,000 HEAF)*
As part of the CRDM program, the University of Houston will invest \$10,000,000 next year in general facilities projects. Most significantly, this will include an \$8,195,000 allocation to the five-year, \$45,181,000 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 (\$2,500,000 HEAF)*
The university's IT infrastructure must be maintained and expanded as our computing needs grow. In FY11, \$2,500,000 will be used to upgrade the university's network, servers and other IT equipment.
- *Facilities Planning & Construction Core Operations (\$1,000,000 New Resources)*
Over the past several years campus facilities at the University of Houston have grown considerably. As a result, additional resources are needed for core operations in the areas of real estate management, facilities inventory, space management, and project management for small renovation initiatives.
- *Campus Safety Personnel (\$202,000 New Resources)*
In FY11 the University of Houston will fund three new positions in the areas of emergency management, crisis management/business continuity, and safety services.
- *Digital Signature Project (\$218,000 New Resources)*
The Digital Signature Project will make possible electronic authorization of official university business (e.g., purchasing, travel, leave requests). Eliminating the need for print signatures will increase operational efficiency and reduce the university's reliance on – and investments in – paper.

Priority 3. Investment of Resources in FY 2011 Initiatives

	New Resources	HEAF	Total
Staff Retention	\$3,565,250		\$3,565,250
Capital Renewal/Deferred Maintenance		\$10,000,000	10,000,000
Information Technology Infrastructure		2,500,000	2,500,000
Facilities Planning & Construction Core Operations	1,000,000		1,000,000
Campus Safety Personnel	202,000		202,000
Digital Signature Project	218,000		218,000
Total	\$4,985,250	\$12,500,000	\$17,485,250

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 Small Business Development Center provides consulting services to help fledgling businesses get off the ground. Other major programs at UH focused on community advancement include the Health Law and Policy Institute, the Center for Public Policy, the Global Energy Management Institute, 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.

Building on its Carnegie Community Engagement Classification, which was achieved last year, the University of Houston has made numerous accomplishments this year in the area of community partnerships and recognition. These include:

- Founding of the UH Energy Research Park, the mission of which is to address research, education, workforce, and economic development issues related to energy.
- Recognition of UH by the Princeton Review as one of the most environmentally responsible universities in the nation.
- Expansion to television (KUHT) of the radio program “UH Moment,” which highlights the accomplishments of UH research, academic and outreach programs.
- \$2.5 million grant from the U.S. Department of Energy to develop a smart grid workforce training program to prepare the next generation of workers in the electric power industry.
- Full membership in the Texas Medical Center, which will better enable UH to develop its research and educational partnerships in the health sciences.
- Alliance between the UH School of Theatre and the Alley Theatre to train UH graduate students, allowing them to work with some of the most accomplished directors, actors and other theatre professionals in the nation.

As we look to FY 2011 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 been 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.

FY 2011 Initiatives

- *Develop Industrial Partnerships through the Energy Research Park*
Building on a \$3.5 million Emerging Technology Fund grant received this year, the University of Houston will develop its partnership with SuperPower, Inc., which involves the manufacture by Superpower of superconducting wires (a UH technology) for highly efficient electrical transmission. SuperPower and the affiliated UH research labs will be located at the new Energy Research Park.

- *Develop Additional Partnerships and Programs in the Health Sciences*
Over the past year, the University of Houston has been developing a plan for the health sciences, which includes an examination of health workforce needs in the region; health-related research, academic and outreach programs at UH; and an identification of potential new programs and pathways. In FY11, we will take the initial steps in implementing this plan.
- *Develop Documentary Film on the History of the Texas Medical Center*
In partnership with the Texas Medical Center, KUHT-Channel 8 will produce an original film next year documenting the history of the Texas Medical Center in celebration of its 60th anniversary.

State Budget Reduction and Additional Reallocations to Fund University Priorities

For FY 2011, the University of Houston will reallocate \$19.3 million to pay for the five percent state budget reduction (\$8.5 million) and create a pool of resources to invest in the priorities identified in this plan. As we consider the financial crisis affecting Texas and other states (especially California), we have come to the conclusion that for the foreseeable future we cannot rely on state resources to fund the university's goals. Despite the state's generosity in creating new sources of funding for tier-one excellence, it is likely that overall funding for higher education in Texas (as elsewhere) will go down in order to make up for state budget deficits. Nor can we make up the difference through tuition and fee increases, which, on a year-to-year basis, must be modest so that we don't limit access to higher education. As a result, the university must increasingly rely on enrollment growth (especially at the graduate level), fundraising, and budget reallocation as the primary means of securing the resources needed to achieve its goals.

As a starting point in UH's reduction/reallocation process, we examined the university's budgets and identified several areas where we could implement across-the-board reductions (or increase administrative service charges) that would not result in undue harm to the university's operations. In total, this produced \$4.5 million in the following budget categories:

Mandatory Across-the-Board Reductions

Communication Allowances for Cell Phones and Home Internet (Reduction Goal: 95%)	\$648,205
Business & Travel Expenses (Reduction Goal: 10%)	1,298,604
Overtime (Reduction Goal: 40%)	327,515
Administrative Charge to Auxiliary Operations (Increase from 3.7% to 6%)	1,529,569
State Special Items (Reduction Goal: 5%)	684,479
Total	\$4,488,372

The remainder of the resources to be used for both the state reduction and the internal reallocation were determined through a planning process where the university divisions and colleges were asked to develop reduction scenarios for their proportional share of the UH operating budget needed to produce \$9 million (roughly the state budget cut), \$18 million, and \$27 million. The goal, once the approximate \$9 million state budget cut was accounted for, was to produce an additional \$9 million to invest in the university's priorities. Requiring the divisions and colleges to identify reductions of up to \$27 million enabled the administration to protect high priority programs (some were reduced by no more than the mandatory across-the-board reductions) while taking a disproportionate share of resources from low priority programs. In total, this process yielded an additional \$14.9 million of discretionary targeted reductions:

Discretionary Targeted Reductions

Part-Time Faculty, Administrative Stipends & Overload Payments	\$1,480,813
Staff	7,360,161
Maintenance & Operations	6,036,007
Total	\$14,876,981

In identifying reductions a top priority was protecting instruction and the resources it generates for the university. Therefore, the reductions to faculty come in the form of adjunct faculty, visiting faculty, and extra-compensation to faculty (e.g., administrative stipends, overload payments). With respect to staff, reductions will total approximately 125 positions, a large percentage of which are currently vacant. Determining exactly which positions to eliminate is still being planned. The university expects to achieve

significant efficiencies through these staff reductions – for example, by eliminating positions where there is some duplication of effort between the central administration and the colleges. We are also examining whether the positions we have, some of which have existed for many years, still serve the university well given its current goals and the paradigm shifts (both academic and administrative) taking place in higher education. Finally, in making cuts to operating expenses, we have carefully examined how the university can operate more efficiently with fewer resources. In addition to the mandatory across-the-board operating reductions described above, the divisions and colleges have scrubbed their budgets in an effort to eliminate non-critical expenditures.

University of Houston
Appendix A - Allocation of New FY 2011 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ 259,216
Tuition	
2 Tuition & Fee Rate Change	\$ 10,836,000
3 Tuition & Fees from Enrollment Increase	4,645,000
4 Graduate Differential Designated Tuition	4,254,000
5 Subtotal Tuition	<u>\$ 19,735,000</u>
Student and Auxiliary Fees	
6 Student Academic Service Fee/Course Fees	\$ 2,169,000
7 Housing	6,500,880
8 University Center	3,997,000
9 Meal Plans	496,000
10 Parking	340,000
11 Subtotal Student and Auxiliary	<u>\$ 13,502,880</u>
12 Investment Income	\$ (957,000)
Reductions/Reallocations	
13 For State Reductions	\$ 8,526,066
14 For University Priorities	10,743,681
15 Subtotal Reductions/Reallocations	<u>\$ 19,269,747</u>
16 Total New Funds for Allocation	<u>\$ 51,809,843</u>

<u>Priority/Initiative</u>	B <u>Allocation</u>
Priority 1. Student Access and Success	
1 Financial Aid	\$ 5,776,350
2 Faculty Hiring & Retention	6,593,428
3 Student Recruitment & Marketing	900,000
4 Core Curriculum Initiatives	600,000
5 Expanded Instruction	740,000
6 UH Northwest Start-Up & Operations	400,000
7 University Libraries	600,000
8 Campus Housing	6,500,880
9 Campus Life Initiatives	4,833,000
10 Subtotal	<u>\$ 26,943,658</u>
Priority 2. National Competitiveness	
11 Health & Biomedical Sciences Building	\$ 2,089,765
12 Energy Research Park & Other New Facilities	2,477,104
13 Animal Care Operations	365,000
14 Professional Program Enhancements	6,423,000
15 Subtotal	<u>\$ 11,354,869</u>
Priority 3. University Infrastructure & Administration	
13 Staff Retention	\$ 3,565,250
14 Facilities Planning & Construction Core Operations	1,000,000
15 Campus Safety Personnel	202,000
19 Digital Signature Project	218,000
20 Subtotal	<u>\$ 4,985,250</u>
21 Reserve for State Reduction	\$ 8,526,066
22 Total New Investments	<u>\$ 51,809,843</u>

University of Houston
Appendix B - Allocation of FY 2011 HEAF

<u>FY11 Allocation</u>	
HEAF	\$ 35,885,768

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Access and Success	
Classroom & Business Building	\$ 5,000,000
University Libraries	5,331,531
Subtotal	<u>\$ 10,331,531</u>
Priority 2. National Competitiveness	
Faculty Start-Ups	\$ 3,500,000
Health & Biomedical Sciences Building	3,554,237
SERC Build-Out	6,000,000
Subtotal	<u>\$ 13,054,237</u>
Priority 3. University Infrastructure & Administration	
Capital Renewal/Deferred Maintenance	\$ 10,000,000
Information Technology Infrastructure	2,500,000
Subtotal	<u>\$ 12,500,000</u>
Total New Investments	<u>\$ 35,885,768</u>

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

	<u>FY2010</u>	<u>FY2011</u>
Funds from Endowed Scholarships	\$ 4,001,654	\$ 3,870,216
Premium Tuition Scholarships (Law, Pharmacy & Optometry)	755,500	838,500
Texas Grant Program Scholarships	20,945,440	23,045,984
Texas Public Education Grant (TPEG)	5,952,353	6,071,400
Early High School Graduation Program Scholarships	150,800	151,000
Property Deposit Scholarships	165,000	175,000
Honors Scholarships	8,000	8,000
International Education Fee Scholarships	135,000	135,590
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	7,651,327	8,855,434
Graduate Scholarships	1,816,961	2,110,875
B-on-Time Program	2,501,995	1,500,000
Scholarships - PreMed	285,000	210,000
Merit Scholarships	8,853,756	9,021,574
UH Transfer Scholarships	705,000	500,000
UH Grant-in-Aid Scholarships	583,000	583,000
Grad Teaching Asst/Teaching Fellow Tuition Asst Fellowships	7,915,711	7,915,711
Presidential Fellowship Stipend Augmentation	458,448	458,448
Federal College Work Study	2,460,720	1,271,639
Federal Pell Grants	32,500,000	52,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,229,738	1,295,926
Total	\$ 99,075,403	\$ 120,018,297

University of Houston

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	Historical	-----Change-----			Current	-----Change-----			New
	FY2009 Budget	Dollars	Percent		FY2010 Budget	Dollars	Percent		FY2011 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 185.4	\$ 13.4	7.3%		\$ 198.9	\$ (2.7)	-1.4%		\$ 196.1
2 HEAF	20.0	(6.3)	-31.5%		13.7	(1.8)	-13.1%		11.9
3 Tuition & Fees	281.2	22.0	7.8%		303.2	26.7	8.8%		329.9
4 Other Operating (Auxiliaries)	102.6	(1.3)	-1.2%		101.3	23.0	22.7%		124.3
5 Contracts & Grants (Restricted)	137.5	26.4	19.2%		163.9	27.6	16.9%		191.5
6 Endowments/Gifts (Restricted)	30.8	(5.8)	-18.9%		25.0	(4.3)	-17.1%		20.7
7 Total Sources	\$ 757.4	\$ 48.5	6.4%		\$ 805.9	\$ 68.5	8.5%		\$ 874.4
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 150.0	\$ 12.8	8.5%		\$ 162.8	\$ 1.1	0.7%		\$ 163.8
9 Salaries and Wages - Staff	200.4	4.7	2.3%		205.0	0.0	0.0%		205.1
10 Benefits	74.2	2.3	3.2%		76.5	1.6	2.1%		78.1
11 M&O	180.8	17.1	9.5%		197.9	22.4	11.3%		220.3
12 Capital Equipment	26.7	(3.7)	-13.8%		23.0	4.7	20.3%		27.7
13 Scholarships	80.9	10.1	12.5%		91.0	23.3	25.6%		114.3
14 Debt Service	26.3	6.2	23.6%		32.5	6.9	21.1%		39.4
15 Utilities	18.2	(1.0)	-5.5%		17.2	-	0.0%		17.2
16 Reserve for State Budget Reduction	-	-			-	8.5			8.5
17 Total Uses	\$ 757.4	\$ 48.5	6.4%		\$ 805.9	\$ 68.5	8.5%		\$ 874.4
<u>Capital Facilities Budget</u>									
Source of Funds									
18 HEAF	\$ 15.3	\$ 7.1	46.4%		\$ 22.4	\$ 1.6	7.1%		\$ 24.0
19 Bonds	111.0	17.0	15.3%		128.0	(27.1)	-21.2%		100.9
20 Gifts	20.9	(2.9)	-13.9%		18.0	(14.1)	-78.2%		3.9
21 Other	47.0	(24.8)	-52.8%		22.2	(15.3)	-69.0%		6.9
22 Total Sources	\$ 194.2	\$ (3.7)	-1.9%		\$ 190.6	\$ (54.9)	-28.8%		\$ 135.7
Use of Funds by Object									
23 Construction	\$ 153.3	\$ (52.1)	-33.9%		\$ 101.3	\$ (29.6)	-29.2%		\$ 71.7
24 Major Rehabilitation	40.9	19.4	47.4%		60.3	3.7	6.2%		64.0
25 Acquisitions	-	29.0			29.0	(29.0)			-
26 Total Uses	\$ 194.2	\$ (3.7)	-1.9%		\$ 190.6	\$ (54.9)	-28.8%		\$ 135.7
<u>Total Operating, Restricted and Capital Budget</u>									
27	\$ 951.7	\$ 44.8	4.7%		\$ 996.5	\$ 13.6	1.4%		\$ 1,010.1

University of Houston
Table 2 - Operations

Source of Funds	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 144,655,696	\$ (2,730,816)	-1.9%	\$ 141,924,880
Special Items	13,774,573			13,774,573
Tuition Revenue Bonds	11,652,230	(9,968)	-0.1%	11,642,262
State Benefits Appropriation	28,492,538			28,492,538
Dedicated Appropriations-College Work Study	288,516			288,516
Subtotal State General Revenue Appropriations	198,863,553	(2,740,784)	-1.4%	196,122,769
Tuition and Fees				
Statutory Tuition	54,421,058	2,181,365	4.0%	56,602,423
Lab/other Student Fees	338,801	4,813	1.4%	343,614
Subtotal Tuition and Fees	54,759,859	2,186,178	4.0%	56,946,037
HEAF	36,091,538	(205,770)	-0.6%	35,885,768
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	2,037,000	1,210,900	59.4%	3,247,900
Income on State Treasury Deposits	63,900	115,320	180.5%	179,220
Subtotal General Funds	293,054,759	565,844	0.2%	293,620,603
Designated				
Tuition and Fees				
Designated Tuition - General	107,550,220	13,297,302	12.4%	120,847,522
Designated Tuition - Differential	20,332,331	4,254,133	20.9%	24,586,464
Premium (Law, Pharmacy, Optometry) & Graduate Premium	13,665,632	18,442	0.1%	13,684,074
Designated Consolidated Univ Services Fees	32,397,959		NA	32,397,959
Major/Department/Class Fees	50,496,707	2,145,182	4.2%	52,641,889
Subtotal Tuition and Fees	224,442,849	19,715,059	8.8%	244,157,908
Indirect Cost	9,885,787	875,304	8.9%	10,761,091
Investment Income on Non-Endowed Funds	3,970,000	(1,072,295)	-27.0%	2,897,705
Endowment Income	4,788,833	(387,076)	-8.1%	4,401,757
Contracts / Grants / Gifts	3,423,578	631,313	18.4%	4,054,891
Arte Publico Press/Opt Clinic/Other Self Supporting Org	13,532,781	2,678,766	19.8%	16,211,547
Subtotal Designated Funds	260,043,828	22,441,071	8.6%	282,484,899
Auxiliary Enterprises				
Student Fees				
Student Service Fee	14,309,390	646,699	4.5%	14,956,089
Recreation and Wellness Center	6,599,451	131,989	2.0%	6,731,440
Other Student Fees	3,095,761	4,007,360	129.4%	7,103,121
Subtotal Student Fees	24,004,602	4,786,048	19.9%	28,790,650
Sales & Service - Student Housing	20,854,644	6,500,880	31.2%	27,355,524
Sales & Service - Parking	6,901,118	340,017	4.9%	7,241,135
Sales & Service - Athletics/Hotel/UC/Other	32,122,041	11,805,066	36.8%	43,927,107
Subtotal Auxiliary Funds	83,882,405	23,432,011	27.9%	107,314,416
Total Current Operating Funds	636,980,992	46,438,926	7.3%	683,419,918
Interfund transfer	(19,893,300)	(1,298,413)	6.5%	(21,191,713)
Total Sources	\$ 617,087,692	\$ 45,140,513	7.3%	\$ 662,228,205
Use of Funds by Object				
Salaries and Wages	\$ 314,869,731	\$ 1,701,632	0.5%	\$ 316,571,363
Benefits	70,353,826	1,518,870	2.2%	71,872,696
M&O	128,614,717	22,618,744	17.6%	151,233,461
Capital	16,877,411	5,348,958	31.7%	22,226,369
Scholarships	36,688,603	(1,431,757)	-3.9%	35,256,846
Debt Service	32,504,899	6,858,000	21.1%	39,362,899
Utilities	17,178,505			17,178,505
Reserve for State Budget Reduction		8,526,066	NA	8,526,066
Total Uses	\$ 617,087,692	\$ 45,140,513	7.3%	\$ 662,228,205

University of Houston

Table 3 - Restricted

Source of Funds	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 88,350,000	\$ 8,835,000	10.0%	\$ 97,185,000
Financial Aid	57,217,301	18,224,799	31.9%	75,442,100
Gifts	20,279,656	(4,318,523)	-21.3%	15,961,133
Endowment Income	7,109,675	327,914	4.6%	7,437,589
Other Restricted	75,250	20,000	26.6%	95,250
KUHT/KUHF	18,331,372	574,880	3.1%	18,906,252
Total Current Operating Funds	191,363,254	23,664,070	12.4%	215,027,324
Interfund Transfer	(2,513,956)	(294,331)	11.7%	(2,808,287)
Total Sources	\$ 188,849,298	\$ 23,369,739	12.4%	\$ 212,219,037
Use of Funds by Object				
Salaries and Wages	\$ 52,954,075	\$ (593,714)	-1.1%	\$ 52,360,361
Benefits	6,162,810	110,003	1.8%	6,272,813
M&O	69,244,241	(191,006)	-0.3%	69,053,235
Capital	6,152,575	(671,958)	-10.9%	5,480,617
Scholarships	54,335,597	24,716,414	45.5%	79,052,011
Total Uses	\$ 188,849,298	\$ 23,369,739	12.4%	\$ 212,219,037

University of Houston

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2011 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Classroom & Business Building	\$ 1,200,000	\$ 14,820,000	\$ 14,980,000	31,000,000	\$ 5,000,000	\$ 26,000,000	\$ -	\$ -
Valenti Communications Addition	251,284	2,948,716		3,200,000	400,000		2,800,000	
Cougar Place Apartment Replacement *		5,000,000	35,000,000	40,000,000		40,000,000		
Married Students Housing *		5,000,000	35,000,000	40,000,000		40,000,000		
University Center Addition & Renovation *		10,000,000	90,000,000	100,000,000		100,000,000		
Stadium Parking Garage #1	108,582	18,891,418	7,000,000	26,000,000		26,000,000		
Health & Biomedical Sciences Building	3,221,364	15,000,000	51,778,636	70,000,000	15,000,000	32,000,000	10,000,000	13,000,000
Subtotal New Construction	\$ 4,781,230	\$ 71,660,134	\$ 233,758,636	\$ 310,200,000	\$ 20,400,000	\$ 264,000,000	\$ 12,800,000	\$ 13,000,000
Major Repair and Rehabilitation								
Central Utility Plant Expansion*	8,487,256	15,727,744	20,966,000	45,181,000	45,181,000			
Science Complex Lab Renovations	7,991,127	26,608,873	23,000,000	57,600,000		57,600,000		
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		1,805,000		1,805,000	1,805,000			
Energy Research Park - Improvements	100,100	19,899,900		20,000,000	2,500,000	8,000,000		9,500,000
Subtotal Major Repairs & Rehabilitation	\$ 16,578,483	\$ 64,041,517	\$ 43,966,000	\$ 124,586,000	\$ 49,486,000	\$ 65,600,000	\$ -	\$ 9,500,000
Total	\$ 21,359,713	\$ 135,701,651	\$ 277,724,636	\$ 434,786,000	\$ 69,886,000	\$ 329,600,000	\$ 12,800,000	\$ 22,500,000

(1) Project expenditures to date, estimated through August 31, 2010

* Requires BOR/CB approval

3.23

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

Employee Classification	FY2010 Budget	-----Change-----		FY2011 Budget
		FTE	Percent	
Faculty	1,125	17	1.5%	1,142
Part-time Faculty	920	3	0.3%	923
Professional Staff	2,291	(43)	-1.9%	2,248
Classified Staff	1,312	(19)	-1.4%	1,293
Temporary Staff	745	(10)	-1.3%	735
Total	6,393	(52)	-0.8%	6,341

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

	FY2007 Actuals	FY2008 Actuals	FY2009 Actuals	FY2010 Budget	FY2011 Budget	FY11 vs FY10 Change
Semester Credit Hours						
Lower Division	385,378	388,097	416,336	417,600	419,151	1,551
Upper Division	295,958	294,816	293,768	295,200	305,126	9,926
Masters	72,057	80,197	85,385	86,100	93,843	7,743
Doctoral	21,136	18,913	18,908	19,300	21,154	1,854
Special Professional	60,909	60,957	60,494	60,600	58,857	(1,743)
Total	835,438	842,980	874,891	878,800	898,131	19,331
Semester Credit Hours-On/Off Campus						
On Campus	738,562	734,672	752,332	755,768	765,570	9,802
Off Campus	96,876	108,308	122,559	123,032	132,561	9,529
Total	835,438	842,980	874,891	878,800	898,131	19,331
Fall Headcount	34,334	34,663	36,104	36,200	37,400	1,200
Fall FTE	27,421	27,637	28,855	28,855	30,164	1,309

University of Houston
Table 7 - Allocation of Student Service Fees

Sources	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Current Year Revenue	\$ 14,309,390	\$ 646,699	4.5%	\$ 14,956,089
Budgeted Fund Balance	622,293	(322,293)	-51.8%	300,000
Total Sources	\$ 14,931,683	\$ 324,406	2.2%	\$ 15,256,089
Allocations				
*Academic Achievers - Ctr. Mexican-Am. Studies	\$ 62,923	\$ 1,510	2.4%	\$ 64,433
Activities Funding Board (AFB)	125,934	3,022	2.4%	128,956
Band Program	211,400	(35,886)	-17.0%	175,514
Blaffer Art Gallery	17,800	427	2.4%	18,227
Campus Activities	771,905	34,873	4.5%	806,778
Campus Recreation	590,548	24,752	4.2%	615,300
Center for Students w/Disabilities	391,116	9,387	2.4%	400,503
Child Care Center	116,417	2,794	2.4%	119,211
Commuter Services	30,623	735		31,358
Counseling and Psychological Services	1,202,032	46,393	3.9%	1,248,425
Council of Ethnic Organizations (CEO)	107,733	2,586	2.4%	110,319
**Dean of Students	35,745	462,450	1293.7%	498,195
DOS Success Programs	100,958	(100,958)	-100.0%	
DOS SIAC/Ombudservice	249,833	(249,833)	-100.0%	
Forensics Society	123,361	(29,614)	-24.0%	93,747
Frontier Fiesta Association	101,664	2,440	2.4%	104,104
Homecoming	62,163	1,492	2.4%	63,655
Intercollegiate Athletics	4,362,707			4,362,707
Learning and Assessment	66,632	1,599	2.4%	68,231
Learning Support Services	465,829	11,174	2.4%	477,003
Metropolitan Volunteer Program	44,915	1,078	2.4%	45,993
Student Government Association	127,513	3,060	2.4%	130,573
Student Legal Services	93,753	(93,753)	-100.0%	
Student Program Board	187,814	(36,452)	-19.4%	151,362
Student Publications	181,124	4,347	2.4%	185,471
Student Video Network	68,429	1,642	2.4%	70,071
University Career Services	840,828	62,315	7.4%	903,143
University Center	1,368,300	32,839	2.4%	1,401,139
University Health Center	1,715,942			1,715,942
Urban Experience Program - VPSA	102,730	2,466	2.4%	105,196
Veterans' Services	98,087	2,354	2.4%	100,441
VPSA Business Office	114,004	2,736	2.4%	116,740
Wellness Center	202,289	4,855	2.4%	207,144
SFAC Operating	6,000	144	2.4%	6,144
Budgeted Reserve	582,632	147,432	25.3%	730,064
Total Allocations	\$ 14,931,683	\$ 324,406	2.2%	\$ 15,256,089

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

** Combination of DOS Handbook, Success Programs, Ombudservice, and Student Legal--formerly separate, now one allocation.

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Note to Table 2: Operations Expenditures By Organization

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 1,486,856	\$ (66,334)	-4.5%	\$ 1,420,522
University Advancement	10,214,772	(253,119)	-2.5%	9,961,653
Student Affairs	38,006,989	6,986,938	18.4%	44,993,927
Research Division	24,842,409	(3,696,701)	-14.9%	21,145,708
Academic Affairs				
Office of the Provost	78,672,682	10,317,959	13.1%	88,990,641
Library	16,528,769	643,065	3.9%	17,171,834
Architecture	4,491,270	119,401	2.7%	4,610,671
Business Administration	38,160,812	1,988,880	5.2%	40,149,692
Education	14,181,936	189,165	1.3%	14,371,101
Engineering	20,729,861	2,050,007	9.9%	22,779,868
Hotel & Restaurant Management	10,353,347	1,784,940	17.2%	12,138,287
Law	21,959,344	727,387	3.3%	22,686,731
Liberal Arts and Social Sciences	51,897,735	208,659	0.4%	52,106,394
Natural Sciences & Mathematics	37,946,697	119,055	0.3%	38,065,752
Optometry	14,934,256	(212,961)	-1.4%	14,721,295
Pharmacy	9,964,131	(58,966)	-0.6%	9,905,165
Social Work	3,514,040	149,193	4.2%	3,663,233
Technology	10,706,224	675,251	6.3%	11,381,475
Honors	2,051,154	67,123	3.3%	2,118,277
Subtotal Academic Affairs	\$ 336,092,258	\$ 18,768,158	5.6%	\$ 354,860,416
Administration and Finance	63,158,929	4,811,984	7.6%	67,970,913
Utilities	17,178,505			17,178,505
Staff Benefits	48,555,989	(185,187)	-0.4%	48,370,802
Athletics	25,300,398	4,631,699	18.3%	29,932,097
Institutional Reserves	13,150,473	898,851	6.8%	14,049,324
Legislative Mandates	3,313,207	730,713	22.1%	4,043,920
Debt Service	32,504,899	6,858,000	21.1%	39,362,899
System Service Charge	3,282,007	(2,870,554)	-87.5%	411,453
Reserve for State Budget Reduction		8,526,066		8,526,066
Total Uses	\$ 617,087,692	\$ 45,140,514	7.3%	\$ 662,228,205

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Note to Table 3: Restricted Expenditures By Organization

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 93,233	\$ (7,688)	-8.2%	\$ 85,545
University Advancement				
Student Affairs	999,445	144,283	14.4%	1,143,728
Research Division	17,226,784	1,705,053	9.9%	18,931,837
Academic Affairs				
Office of the Provost	80,806,157	18,958,197	23.5%	99,764,354
Library	331,143	(98,941)	-29.9%	232,202
Architecture	727,362	(300,912)	-41.4%	426,450
Business Administration	5,555,318	(195,904)	-3.5%	5,359,414
Education	6,583,166	67,469	1.0%	6,650,635
Engineering	15,375,893	1,263,585	8.2%	16,639,478
Hotel & Restaurant Management	6,499,055	(3,498,648)	-53.8%	3,000,407
Law	483,651	61,702	12.8%	545,353
Liberal Arts and Social Sciences	14,458,785	2,284,924	15.8%	16,743,709
Natural Sciences & Mathematics	20,920,744	2,010,440	9.6%	22,931,184
Optometry	6,022,744	523,446	8.7%	6,546,190
Pharmacy	4,177,292	432,685	10.4%	4,609,977
Social Work	4,499,570	(392,491)	-8.7%	4,107,079
Technology	3,348,166	200,341	6.0%	3,548,507
Honors	570,861	296,259	51.9%	867,120
Subtotal Academic Affairs	\$ 170,359,907	\$ 21,612,152	12.7%	\$ 191,972,059
Administration and Finance	169,929	(84,061)	-49.5%	85,868
Total Uses	\$ 188,849,298	\$ 23,369,739	12.4%	\$ 212,219,037

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

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

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

UH-Clear Lake Mission Statement

The University of Houston-Clear Lake is a student-centered, community-minded, partnership-oriented university that offers bachelors, masters and selected doctoral programs to enhance the educational, economic and cultural environment of the Houston-Galveston metropolitan region. UH-Clear Lake serves a diverse student body with special emphasis on undergraduate transfer, graduate and international students. The university offers the highest quality instruction and nationally accredited academic programs designed to develop the critical thinking, creative, quantitative, leadership and communication skills of students. The university conducts applied and basic research and engages in community and professional service that support both the economic development and the quality of life of the area. The university is committed to community engagement through partnerships with educational institutions, businesses, government agencies and nonprofit organizations.

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 2011, 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 2011 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 Planning Assumptions and Priorities

Overview

UH-Clear Lake served a student body of 7,643 students in fall 2009. 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.

Enrollment projections for FY11 are based on several factors. The enrollment increase experienced in Fall 2009 and Spring 2010 is expected to continue in FY11 at the undergraduate and non-resident graduate levels with a 2% increase in semester credit hours (SCH). However, an enrollment decrease of 10% in resident graduate hours is anticipated due to the uncertainty of funding for the Constellation Program and the resulting impact on the local aerospace industry. The opening of the Pearland Campus will generate an additional 6,000 SCH based on planned enrollment of approximately 300 new students. Planning assumptions predict that the first year student body will be 65% undergraduate, which is slightly higher than the Fall 09 undergraduate enrollment of 58%.

During fiscal year 2011, 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.

An additional planning challenge for FY11 is a possible 5% state general revenue reduction. To fund this reduction, UHCL will reallocate funds from the University budget based on the categories provided in its Budget Reduction Plan submitted to the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board in February, 2010.

The plan specifies expenditure reductions in the following five categories:

- Flexible freeze in faculty and staff hiring;
- Reduction in departmental operating expenses;
- Deferral or elimination of selected capital renewal projects;
- Reduction in summer school sections; and
- Unpaid faculty and staff furloughs.

The following section will provide an overview of UHCL's priorities and initiatives for FY 2011. The major priorities include:

1. Student Access and Success (\$4,291,451)
 - Student Success Center
 - Student Financial Assistance
 - Faculty
 - Instructional Support
 - Off-Campus Programs
 - Pearland
 - Student Services

2. Academic and Research Excellence/National Competitiveness (\$2,749,774)
 - Regional Accreditation
 - School Accreditation
 - Teaching and Research Resources

3. University Infrastructure and Administration (\$6,386,835)
 - Staff
 - Campus Facilities
 - University Computing
 - Operations Support
 - Capital Renewal and Deferred Maintenance
 - Faculty and Staff Benefits

4. Community Advancement (\$51,000)
 - 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 (4,450 in fall 2009) 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 (3,193 in fall 2009) is represented primarily by individuals who are working full-time and pursuing graduate study on a part-time basis in the evening.

For Fall 2009, international students were 10.1% (775 students) of UHCL's total enrollment. During fiscal year 2011, UHCL will partner with ELS Educational Services, Inc., to establish a language center at UHCL for the purpose of teaching English as a second language to international students. It should be noted that for 2008-2009, UHCL ranked 40th of all master's universities in the United States for the number of international students enrolled.

For fiscal year 2009, UH-Clear Lake graduated 2,335 students with 1,204 at the bachelor's level and 1,131 at the master's level. As of August 2009, UHCL has awarded a total of 51,110 degrees from 1974-75 through 2008-09.

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 2010, UHCL received approval to offer 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 six master's degrees online, including Instructional Technology, Software Engineering, Engineering Management, Finance, Human Resource Management, and the MBA. For fiscal year 2011, UHCL will develop additional online master's degrees (environmental science) and bachelor's degrees (criminology, finance, psychology and public service leadership). In fall 2009, UHCL generated 50,212 (77.6%) semester credit hours (SCH) on campus and 14,469 (22.4%) SCH off-campus and online.

A major initiative for UHCL during fiscal year 2011 will be the start-up 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 six bachelor's and five master's degrees from our schools of business, education, and human sciences and humanities at this site starting in August 2010. The City of Pearland-UHCL partnership will contribute to UHCL's top priority of student access and success.

FY 2011 Budget Initiatives

- *Student Success Center (\$50,000 New Resources)*
UHCL will devote new resources for the hiring of peer tutors to work in the student success center to enhance course completion and student retention rates.
- *Student Financial Assistance (\$719,660 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 2011, UHCL will allocate additional funds for automatic transfer scholarships 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 2011.
- *Faculty (\$1,397,625 New Resources)*
For fiscal year 2011, new faculty positions will be funded for the Pearland campus, growth programs and to achieve 65%FT/35% PT faculty ratio. UHCL will allocate a 3% merit and equity pool for faculty salary adjustments. These funds are designed to reward and retain outstanding faculty.
- *Instructional Support (\$915,000 HEAF)*
UHCL's Higher Education and Assistance Funds (HEAF) will be used in fiscal year 2011 to upgrade the learning environment for our students including classroom and instructional technology, student lab and lab equipment upgrades, and classroom and lab renovation. Funds will also be allocated to support equipment purchases for expansion of the Arbor Building.
- *Off-Campus Programs (\$73,312 HEAF)*
In fiscal year 2011, UHCL will invest HEAF resources to support the operations of the UH System at Sugar Land, and the UH System at Cinco Ranch.
- *Pearland (\$740,002 New Resources)*
During fiscal year 2011, UHCL will invest new resources for the first year of operation of the UHCL Pearland Campus. Resource commitments will be made for staff and operational support for enrollment management, the library and student services.
- *Student Services (\$395,852 New Resources)*
Additional student service fee revenue will allow the Student Services division to maintain its current programs to increase student satisfaction, academic success and retention. A new student orientation fee will provide funding to support several orientation programs during the year, leader training, transportation of international students to/from the airport, and student workers to help facilitate the programs.

Priority 1. Investment of Resources in FY 2011 Budget Initiatives

	New Resources	HEAF	Total
Student Success Center	\$50,000		\$50,000
Student Financial Assistance	719,660		719,660
Faculty	1,397,625		1,397,625
Instructional Support		\$915,000	915,000
Off-Campus Programs		73,312	73,312
Pearland	740,002		740,002
Student Services	395,852		395,852
Total	<hr/> \$3,303,139	\$988,312	\$4,291,451

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHCL is focused on creating and maintaining an array of excellent educational programs which meet state, regional, and national accreditation standards. In fiscal year 2010, UHCL had 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) for our program in family therapy. UHCL has numerous accredited programs and strives to achieve and maintain accreditation as a result of offering high quality programs. In Texas, UHCL is one of 12 institutions accredited by AACSB International (The Association to Advance Collegiate Schools of Business) 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, one of 30 accredited by the Council on Social Work Education in undergraduate social work, and one of four accredited by CoAMFTE.

In November 2009, UHCL was named the sole recipient of the 2009 Christa McAuliffe Award for Excellence in Teacher Education by the American Association of State Colleges and Universities (AASCU). AASCU is a national organization of 430 public colleges and universities.

FY 2011 Budget Initiatives

- *Regional Accreditation (\$394,806 New Resources)*
During fiscal year 2011, UHCL will prepare to meet the requirements for the reaffirmation of its regional accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools. Funding will be provided for the development of UHCL's Quality Enhancement Plan as well as our compliance certification.
- *School Accreditation (\$779,685 New Resources)*
UHCL will continue its commitment to the hiring of full-time faculty to meet accreditation standards. Additional revenue generated within each school will be used to enhance school instructional performance and improve student learning opportunities through the hiring of full-time faculty, as well as the purchasing of state of the art equipment for the school laboratories and studios.
- *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 2011, will fund \$250,000 for faculty computing upgrades. In addition, the university's library will be allocated \$1,325,283 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 2011 Budget Initiatives

	New Resources	HEAF	Total
Regional Accreditation	\$394,806		\$394,806
School Accreditation	779,685		779,685
Teaching and Research Resources		\$1,575,283	1,575,283
Total	\$1,174,491	\$1,575,283	\$2,749,774

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 will increase funding for compensation to reach 94% for non-exempt staff and 95% for exempt and computing staff of current market levels during the 2011 fiscal year. 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 2011 will center on campus facilities, university computing, deferred maintenance, operations support, and staff benefits.

During 2010-2011, 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 remediation of the Student Services and Classroom Building.

FY 2011 Budget Initiatives

- *Staff (\$1,218,067 New Resources)*
UHCL will allocate a 3% compensation pool for staff which will include merit and pay plan adjustments. New staff positions will be added in support of Pearland operations for Finance, Facilities Management and Construction, University Computing & Telecommunications and the Police Department.
- *Campus Facilities (\$459,464 New Resources, \$763,484 HEAF)*
The second phase of remediation of the Student Services and Classroom Building will be completed in FY11. Funding is set aside for additional renovations and ADA compliance projects.
- *University Computing (\$778,471 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.
- *Operations Support (\$1,255,864 New Resources, \$297,786 HEAF)*
Operational support funding will be used for the lease payment and operation of the Pearland Campus, to provide an increase to departmental operations support and maintain the level of funding for the System Service Charge.

- *Capital Renewal and Deferred Maintenance (\$1,265,000 HEAF)*
UHCL will address deferred maintenance and capital renewal projects from our 5-year plan that will positively impact energy efficiency of operations, improve the appearance and first impression of the university and/or improve the comfort level for our customers inside the building. Examples of the work to be performed in the Bayou Building include continuing our planned ceiling tile and lighting upgrades, upgrading the boilers, replacing three air handler units, perform air balancing, upgrade selected pumps to digital controls, and replace degraded drain lines in the basement.
- *Faculty and Staff Benefits (\$348,699 New Resources)*
The new funding is needed to provide benefits for faculty and staff positions added for fiscal year 2011.

Priority 3. Investment of Resources in FY 2011 Budget Initiatives

	New Resources	HEAF	Total
Staff	\$1,218,067		\$1,218,067
Campus Facilities	459,464	\$763,484	1,222,948
University Computing		778,471	778,471
Operations Support	1,255,864	297,786	1,553,650
Capital Renewal/Deferred Maintenance		1,265,000	1,265,000
Faculty and Staff Benefits	348,699		348,699
Total	<hr/> \$3,282,094	<hr/> \$3,104,741	<hr/> \$6,386,835

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. UHCL was named to the 2009 President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service. 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 bachelor's degrees in public service leadership, physics, and applied science.

For fiscal year 2011, 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:

- Co-location of the Pearland Economic Development Corporation with the UHCL Pearland Campus which will 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.
- Expansion and renovation of the Arbor Building for academic and outreach initiatives for the arts.
- Implementation of reverse transfer articulation agreements between UHCL and area community colleges.
- Delivery of professional development programs for area K-12 teachers through the Texas Regional Collaboratives for Excellence in Science and Mathematics Teaching.

FY 2011 Budget Initiatives

- *University Advancement (\$51,000 New Resources)*
UHCL will devote additional resources in fiscal year 2011 to university advancement activities with a special emphasis on increased and enhanced community and alumni relationships in Pearland, Texas in conjunction with the opening of the UHCL Pearland Campus.

Priority 4. Investment of Resources in FY 2011 Budget Initiatives

	New Resources	HEAF	Total
University Advancement	\$51,000		\$51,000

FY2011 State Budget Reduction and Other Reallocations

Context:

The total 5% general revenue budget reduction for UHCL is \$1,437,434 for fiscal year 11 (2010-2011). At the present time, there is a great deal of uncertainty about what lies ahead, including the impact on UHCL's enrollment due to expected job losses at NASA's Johnson Space Center and with aerospace contractors, whether the proposed 5% reduction will remain at 5% for FY2011, and future levels of monthly sales tax collections for the State of Texas.

If our current enrollment growth is maintained or increased, then the additional funds generated from tuition and fees could be used to offset some of our proposed budget reductions, including the reduction in summer school offerings and/or faculty and staff furloughs during fiscal year 11 (2010-2011).

Budget Reductions:

- Flexible Hiring Freeze (\$476,243) - Based on the information that is available at this time, UHCL does not anticipate any layoffs or reduction in force. However, various faculty and staff positions that are vacant or become vacant may remain vacant for a period of time. Each vacancy will be reviewed on a case-by-case basis for possible elimination.
- Maintenance & Operation and Travel (\$162,947) - A reduction in maintenance and operations will also include a reduction in travel. M&O budgets have already been reduced over the past several years so a further reduction will make it more difficult to cover the increased cost of supplies, equipment, maintenance contracts, etc.
- Capital Renewal/Deferred Maintenance (\$200,000) - Deferral of some maintenance items may create a critical situation. We do not currently have any critical deferred maintenance items.
- Summer School (\$200,744) - A reduction in summer school sections will result in an increase in the time for students to graduate, and larger classes.
- Faculty and Staff Furlough (\$397,500) - A three day unpaid furlough for faculty and staff would be implemented only for a one time need of funds.

Budget Reallocations:

In addition to the budget reductions, the FY2011 budget reflects \$1,983,160 in reallocations to support the University of Houston-Clear Lake Pearland Campus and Student Services Classroom Building Remediation.

- Pearland Campus – (\$1,523,696) – In anticipation of the opening of the Pearland Campus in Fall 2010, funds from various sources were held in Administration and Finance in FY10 to provide startup funding. In FY2011, these funds were allocated to support the lease payment, adjunct faculty, marketing, and staff for Enrollment Management, Library and University Computing departments.

- Student Services Classroom Building Remediation – (\$459,464) – One-time allocations were made in FY2010 with the American Recovery and Reinvestment Act funds (stimulus), freeing up funds in FY2011 for the remediation of the SSCB.

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2011 Resources

<u>Revenue Changes</u>	<u>A</u>
General Revenue	
1 General Revenue Appropriation	\$ 35,960
2 Staff Benefits - State Paid	144,617
3 Subtotal	<u>\$ 180,577</u>
Tuition	
4 Statutory and Grad Premium Tuition	\$ 1,135,182
5 Designated Tuition - General	2,328,893
6 Designated Tuition - Differential	1,052,438
7 Subtotal Tuition	<u>\$ 4,516,513</u>
Student Fees	
8 Other Student Fees	\$ 894,453
9 Other Sources	\$ 236,021
Reductions/Reallocations	
10 Pearland Campus	\$ 1,983,160
11 State Budget Reduction	1,437,434
12 Subtotal Reductions/Reallocations	<u>\$ 3,420,594</u>
13 Total New Funds for Allocation	<u>\$ 9,248,158</u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Access and Success	
1 Student Success Center	\$ 50,000
2 Student Financial Assistance	719,660
3 Faculty	1,397,625
4 Pearland	740,002
5 Student Services	395,852
6 Subtotal	<u>\$ 3,303,139</u>
Priority 2. Academic and Research Excellence/National Competitiveness	
7 Regional Accreditation	\$ 394,806
8 School Accreditation	779,685
9 Subtotal	<u>\$ 1,174,491</u>
Priority 3. University Infrastructure and Administration	
10 Staff	\$ 1,218,067
11 Campus Facilities	459,464
12 Operations Support	1,255,864
13 Faculty and Staff Benefits	348,699
14 Subtotal	<u>\$ 3,282,094</u>
Priority 4. Community Advancement	
15 University Advancement	\$ 51,000
16 Reserve for State Budget Reduction	\$ 1,437,434
17 Total New Investments	<u>\$ 9,248,158</u>

University of Houston-Clear Lake
Appendix B - Allocation of FY 2011 HEAF

<u>FY11 Allocation</u>		<u>Priority/Initiative</u>	<u>Allocation</u>
HEAF Annual Allocation	\$ 5,214,167	Priority 1. Student Access and Success	
HEAF Reserve	454,169	Instructional Support	\$ 915,000
HEAF	<u>\$ 5,668,336</u>	Off-Campus and Online Programs	<u>73,312</u>
		Subtotal	<u>\$ 988,312</u>
		Priority 2. Academic and Research Excellence/National Competitiveness	
		Teaching and Research Resources	\$ 1,575,283
		Priority 3. University Infrastructure and Administration	
		Campus Facilities	\$ 763,484
		University Computing	778,471
		Operations Support	297,786
		Capital Renewal and Deferred Maintenance	<u>1,265,000</u>
		Subtotal	<u>\$ 3,104,741</u>
		Total Investments	<u>\$ 5,668,336</u>

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

	<u>FY2010</u>	<u>FY2011</u>
Funds from Endowed Scholarships	\$ 215,227	\$ 331,678
Texas Grant Program Scholarships	826,880	928,860
Texas Public Education Grant (TPEG)	1,053,887	1,141,315
Early High School Graduation Program Scholarships		10,000
Property Deposit Scholarships	21,000	40,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	758,688	1,033,749
Graduate Scholarships	731,896	911,125
Academic Recognition Scholarships		
B-on-Time Program	498,560	344,583
New Student Scholarships	286,000	286,000
Scholarships - Transfer	960,316	1,136,200
Alumni Annual Fund Scholarships	17,138	20,957
Cullen Leaders Scholarships	11,000	15,000
Federal College Work Study	155,441	150,000
Federal Pell Grants	4,000,000	6,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	189,061	194,061
Total	<u>\$ 9,725,094</u>	<u>\$ 12,543,528</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>
	FY2009 Budget	Dollars	Percent		FY2010 Budget	Dollars	Percent		FY2011 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 35.4	\$ 2.3	6.5%		\$ 37.8	\$ 0.2	0.5%		\$ 37.9
2 HEAF	6.0	(0.6)	-10.8%		5.4	(0.1)	-2.6%		5.2
3 Tuition & Fees	39.0	2.7	7.0%		41.7	5.2	12.5%		46.9
4 Other Operating (Auxiliaries)	4.1	0.3	8.2%		4.4	(0.4)	-9.8%		4.0
5 Contracts & Grants (Restricted)	6.3	2.0	31.3%		8.3	2.4	28.4%		10.6
6 Endowments/Gifts (Restricted)	1.1	(1.6)	-141.2%		(0.5)	0.9	-206.4%		0.5
7 Total Sources	\$ 92.0	\$ 5.1	5.6%		\$ 97.1	\$ 8.1	8.4%		\$ 105.2
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 21.2	\$ 1.0	4.7%		\$ 22.2	\$ 1.0	4.4%		\$ 23.2
9 Salaries and Wages - Staff	23.7	1.8	7.8%		25.6	1.4	5.4%		26.9
10 Benefits	11.6	0.3	2.2%		11.9	0.6	4.9%		12.4
11 M&O	16.8	2.0	12.0%		18.8	0.0	0.2%		18.8
12 Capital	4.2	(0.8)	-17.8%		3.5	0.2	6.7%		3.7
13 Scholarships	7.8	1.0	13.1%		8.8	3.7	42.3%		12.5
14 Debt Service	3.6	0.0	0.1%		3.6	(0.0)	-0.1%		3.6
15 Utilities	3.1	(0.3)	-8.4%		2.9	(0.3)	-9.4%		2.6
16 Reserve for State Budget Reduction	-	-			-	1.4			1.4
17 Total Uses	\$ 92.0	\$ 5.1	5.6%		\$ 97.1	\$ 8.1	8.4%		\$ 105.2
<u>Capital Facilities Budget</u>									
Source of Funds									
19 Bonds	\$ 1.5	\$ 4.5	300.0%		\$ 6.0	\$ 0.6	10.0%		\$ 6.6
21 Other	1.7	0.8	46.9%		2.5	(0.1)	-3.0%		2.4
22 Total Sources	\$ 3.2	\$ 5.3	166.5%		\$ 8.5	\$ 0.5	6.2%		\$ 9.0
Use of Funds by Object									
23 Construction	\$ 1.5	\$ 5.4	361.2%		\$ 6.9	\$ (1.1)	-15.7%		\$ 5.8
24 Major Rehabilitation	1.7	(0.1)	-7.9%		1.5	1.6	104.1%		3.2
26 Total Uses	\$ 3.2	\$ 5.3	166.5%		\$ 8.5	\$ 0.5	6.2%		\$ 9.0
<u>Total Operating, Restricted and Capital Budget</u>									
27	\$ 95.1	\$ 10.4	10.9%		\$ 105.5	\$ 8.6	8.2%		\$ 114.2

University of Houston-Clear Lake

Table 2 - Operations

Source of Funds	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 28,235,155	\$ 40,360	0.1%	\$ 28,275,515
Special Items	473,172			473,172
Tuition Revenue Bonds	3,204,841	(4,400)	-0.1%	3,200,441
State Benefits Appropriation	5,838,456	144,617	2.5%	5,983,073
Subtotal State General Revenue Appropriations	37,751,624	180,577	0.5%	37,932,201
Tuition and Fees				
Statutory & Graduate Premium	12,554,626	1,149,505	9.2%	13,704,131
Lab/other Student Fees	800			800
Subtotal Tuition and Fees	12,555,426	1,149,505	9.2%	13,704,931
HEAF	5,355,874	(141,707)	-2.6%	5,214,167
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	(118,287)	(14,376)	12.2%	(132,663)
Income on State Treasury Deposits	15,994			15,994
Fund Balance	767,019	(312,850)	-40.8%	454,169
Subtotal General Funds	56,327,650	861,149	1.5%	57,188,799
Designated				
Tuition and Fees				
Designated Tuition - General	18,207,346	2,336,996	12.8%	20,544,342
Designated Tuition - Differential	773,000	1,062,165	137.4%	1,835,165
Library Fee	792,271	58,578	7.4%	850,849
Technology Fee	2,239,375	160,814	7.2%	2,400,189
Major/Department/Class Fees	3,478,833	(86,601)	-2.5%	3,392,232
Subtotal Tuition and Fees	25,490,825	3,531,952	13.9%	29,022,777
Indirect Cost	242,875	29,958	12.3%	272,833
Investment Income on Non-Endowed Funds	950,000	(100,000)	-10.5%	850,000
Endowment Income	84,826	35,282	41.6%	120,108
Contracts / Grants / Gifts	122,280	(1,000)	-0.8%	121,280
Self Supporting Organizations/Others	976,526	36,269	3.7%	1,012,795
Fund Balance	1,005,857	(56,984)	-5.7%	948,873
Subtotal Designated Funds	28,873,189	3,475,477	12.0%	32,348,666
Auxiliary Enterprises				
Student Fees				
Student Service Fee	3,067,795	524,247	17.1%	3,592,042
Other Student Fees	612,388	1,200	0.2%	613,588
Subtotal Student Fees	3,680,183	525,447	14.3%	4,205,630
Sales & Service - Parking	643,500	257,254	40.0%	900,754
Sales & Service - Athletics/Hotel/UC/Other	783,518	(118,192)	-15.1%	665,326
Fund Balance	303,179	(53,179)	-17.5%	250,000
Subtotal Auxiliary Funds	5,410,380	611,330	11.3%	6,021,710
Total Current Operating Funds	90,611,219	4,947,956	5.5%	95,559,175
Interfund transfer	(1,371,817)	(134,658)	9.8%	(1,506,475)
Total Sources	\$ 89,239,402	\$ 4,813,298	5.4%	\$ 94,052,700
Use of Funds by Object				
Salaries and Wages	\$ 46,597,520	\$ 2,261,112	4.9%	\$ 48,858,632
Benefits	11,674,112	578,777	5.0%	12,252,889
M&O	16,909,462	(139,808)	-0.8%	16,769,654
Capital	3,457,514	231,551	6.7%	3,689,065
Scholarships	4,163,885	717,720	17.2%	4,881,605
Debt Service	3,569,991	(3,200)	-0.1%	3,566,791
Utilities	2,866,918	(270,288)	-9.4%	2,596,630
Reserve for State Budget Reduction		1,437,434	NA	1,437,434
Total Uses	\$ 89,239,402	\$ 4,813,298	5.4%	\$ 94,052,700

University of Houston-Clear Lake
Table 3 - Restricted

Source of Funds	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 3,904,215	\$ (700,981)	-18.0%	\$ 3,203,234
Financial Aid	4,389,061	3,055,939	69.6%	7,445,000
Gifts	126,047	16,663	13.2%	142,710
Endowment Income	42,797	23,246	54.3%	66,043
Other Restricted	280,627	(17,237)	-6.1%	263,390
Total Current Operating Funds	8,742,747	2,377,630	27.2%	11,120,377
Interfund Transfer	(904,579)	916,890	-101.4%	12,311
Total Sources	\$ 7,838,168	\$ 3,294,520	42.0%	\$ 11,132,688
Use of Funds by Object				
Salaries and Wages	\$ 1,168,696	\$ 117,604	10.1%	\$ 1,286,300
Benefits	182,124	(629)	-0.3%	181,495
M&O	1,858,585	175,913	9.5%	2,034,498
Capital	7,500			7,500
Scholarships	4,621,263	3,001,632	65.0%	7,622,895
Total Uses	\$ 7,838,168	\$ 3,294,520	42.0%	\$ 11,132,688

University of Houston-Clear Lake

Table 4 - Capital Projects

	Project to Date (1)	FY2011 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
Arbor Building - Renovation and Expansion	\$ 4,771,260	\$ 5,833,548		\$ 10,604,808	\$ -	\$ 10,604,808	\$ -	\$ -
Subtotal New Construction	\$ 4,771,260	\$ 5,833,548	\$ -	\$ 10,604,808	\$ -	\$ 10,604,808	\$ -	\$ -
Major Repair and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance	\$ 1,498,865	\$ 1,250,000		\$ 2,748,865	\$ 2,683,865	\$ -	\$ -	\$ 65,000
Student Services Classrm Bldg Remediation-Phase 1	1,015,893	1,674,564		2,690,457	310,871	1,779,586		600,000
Parking Lot/Roadway Maintenance	179,164	225,658		404,822				404,822
Subtotal Major Repairs & Rehabilitation	\$ 2,693,922	\$ 3,150,222	\$ -	\$ 5,844,144	\$ 2,994,736	\$ 1,779,586	\$ -	\$ 1,069,822
Total	\$ 7,465,182	\$ 8,983,770	\$ -	\$ 16,448,952	\$ 2,994,736	\$ 12,384,394	\$ -	\$ 1,069,822

(1) Project expenditures to date, estimated through August 31, 2010

University of Houston-Clear Lake

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2010 Budget	-----Change-----		FY2011 Budget
		FTE	Percent	
Faculty	198	4	2.0%	202
Part-time Faculty	100	8	8.0%	108
Professional Staff	270	19	7.0%	289
Classified Staff	281	7	2.5%	288
Temporary Staff	109	11	10.1%	120
Total	958	49	5.1%	1,007

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

	FY2007	FY2008	FY2009	FY2010	FY2011	FY11 vs FY10
	Actuals	Actuals	Actuals	Budget	Budget	Change
Semester Credit Hours						
Upper Division	92,811	91,809	91,490	92,204	104,827	12,623
Masters	57,497	57,041	54,955	57,369	54,656	(2,713)
Total	150,308	148,850	146,445	149,573	159,483	9,910
Semester Credit Hours-On/Off Campus						
On Campus	121,593	115,428	111,186	115,171	122,461	7,290
Off Campus	28,715	33,422	35,259	34,402	37,022	2,620
Total	150,308	148,850	146,445	149,573	159,483	9,910
Fall Headcount	7,706	7,522	7,658	7,658	7,821	163
Fall FTE	4,638	4,575	4,647	4,647	4,744	97

Note: The FY2011 Budget reflects a 2% increase in Undergraduate and Non-resident SCH and a 10% decline in Resident Graduate SCH from FY10 Estimate and Pearland.

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

Sources	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 3,037,009	\$ 520,714	17.1%	\$ 3,557,723
Budgeted Fund Balance	53,179	(53,179)	-100.0%	
Total Sources	\$ 3,090,188	\$ 467,535	15.1%	\$ 3,557,723
Allocations				
AVP, Student Affairs	\$ 123,779	\$ 9,660	7.8%	\$ 133,439
Career and Counseling	729,099	40,460	5.5%	769,559
Financial Aid	493,363	9,000	1.8%	502,363
Health Service	287,066			287,066
Intercultural/International Student Services	201,433	36,320	18.0%	237,753
Student Life	289,545	34,400	11.9%	323,945
Student Transportation	35,792	7,000	19.6%	42,792
Orientation and Welcome Week	10,000			10,000
Annual Leadership Conference	12,500	4,000	32.0%	16,500
Dean of Students	397,580	20,654	5.2%	418,234
Student Cultural Arts	20,000			20,000
Student Government Association	22,500			22,500
Fitness and Wellness	77,256			77,256
Student Life Programs	14,120			14,120
Student Publications	73,951	18,629	25.2%	92,580
Women's Services	49,099	20,000	40.7%	69,099
Utilities	90,000			90,000
Custodial	28,856			28,856
Administrative Charge	104,160			104,160
System Service Charge	23,000			23,000
SGA Executive Council	2,500			2,500
SSF Unallocated	4,589	68,251	1487.3%	72,840
International Student Program		7,000		7,000
Educational Program and Outreach		20,000		20,000
PC - Student Services		89,240		89,240
PC - Career and Counseling		35,300		35,300
PC - Student Services Unallocated		47,621		47,621
Total Allocations	\$ 3,090,188	\$ 467,535	15.1%	\$ 3,557,723

University of Houston-Clear Lake

Note to Table 2: Operations Expenditures By Organization

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 806,433	\$ (46,234)	-5.7%	\$ 760,199
University Advancement	1,297,404	79,923	6.2%	1,377,327
Subtotal President	2,103,837	33,689	1.6%	2,137,526
Academic Affairs				
Information Resources	350,582	99,302	28.3%	449,884
University Computing	5,617,381	397,375	7.1%	6,014,756
Library	3,264,239	101,523	3.1%	3,365,762
Sr. VP and Provost	3,111,401	(615,566)	-19.8%	2,495,835
Student Services	3,529,103	606,877	17.2%	4,135,980
Enrollment Management	8,281,274	1,311,892	15.8%	9,593,166
Academic Affairs	475,127	11,332	2.4%	486,459
Business	9,569,453	611,208	6.4%	10,180,661
Education	6,636,313	324,459	4.9%	6,960,772
Human Sciences and Humanities	7,499,797	629,656	8.4%	8,129,453
Science and Computer Engineering	6,088,897	577,587	9.5%	6,666,484
Subtotal Academic Affairs	54,423,567	4,055,645	7.5%	58,479,212
Administration and Finance				
VP Administration & Finance	7,783,616	(1,332,014)	-17.1%	6,451,602
Facilities Management & Construction	4,213,775	894,935	21.2%	5,108,710
Utilities	2,866,918	(267,870)	-9.3%	2,599,048
Subtotal Administration & Finance	14,864,309	(704,949)	-4.7%	14,159,360
Other				
Reserve for State Budget Reduction		1,437,434	NA	1,437,434
Unallocated: Other	277,766	401,975	144.7%	679,741
Debt Service	3,569,991	(3,200)	-0.1%	3,566,791
System Service Charge	2,069,926	806	0.0%	2,070,732
Other Transfers	117,099	9,714	8.3%	126,813
Staff Benefits	10,000,888	349,203	3.5%	10,350,091
Fund Balance Contingency	1,517,019	(767,019)	-50.6%	750,000
Insurance Premiums	295,000			295,000
Subtotal Other	17,847,689	1,428,913	8.0%	19,276,602
Total Uses	\$ 89,239,402	\$ 4,813,298	5.4%	\$ 94,052,700

University of Houston-Clear Lake

Note to Table 3: Restricted Expenditures By Organization

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 3,285	\$ (1,640)	-49.9%	\$ 1,645
University Advancement	5,829	7,671	131.6%	13,500
Subtotal President	9,114	6,031	66.2%	15,145
Academic Affairs				
Information Resources	445,612	(94,810)	-21.3%	350,802
Library	184,727	(57,826)	-31.3%	126,901
Sr. VP and Provost		250,000	NA	250,000
Enrollment Management	4,828,915	3,048,380	63.1%	7,877,295
Business	56,068	(1,353)	-2.4%	54,715
Education	1,432,204	106,864	7.5%	1,539,068
Human Sciences & Humanities	467,550	67,527	14.4%	535,077
Science and Computer Engineering	408,978	(30,293)	-7.4%	378,685
Subtotal Academic Affairs	7,824,054	3,294,520	42.1%	11,112,543
Administration and Finance				
	5,000			5,000
Total Uses	\$ 7,838,168	\$ 3,294,520	42.0%	\$ 11,132,688

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

UH-Downtown's FY 2011 Plan and Budget

Mission Statement

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and selected master's degree programs and providing strong academic and career preparation as well as life-long learning opportunities. Located in the heart of the city, the University reflects the diversity of the Greater Houston Metropolitan Area and, through its academic programs, engages with the community to address the needs and advance the development of the region. UHD is an inclusive community dedicated to integrating teaching, service, and scholarly research to develop students' talents and prepare them for success in a dynamic global society.

Major Goals Listed in UHD's 2008 Strategic Plan

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 addition of the Shea Street Building in 2007, 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.

Overview of UHD's FY 2011 Plan and the Process through Which It Was Developed

The FY 2011 Plan was developed through the University's "bottom-up" unit planning process and from joint discussions at the Executive Council among the deans and the vice presidents. In the language of SACS, unit planning involves an "ongoing quest for quality" through a planning and evaluation process that is "systematic, broad-based, interrelated" and "appropriate to its mission." Planning guidelines are sent out to each budget unit in the fall. Once a unit has developed its list of planning initiatives, those proposed initiatives move forward through higher levels of review where they are ranked against those coming forward from other units. In the Academic Affairs area, departments submit their plans to their College's Dean who then combines them into a single college plan. When the college plans have been completed, they are reviewed by the Vice President for Academic Affairs who combines the college plans into a single academic area plan. A similar process is followed in the areas reporting to the other vice presidents. When all the area plans have been completed, the vice presidents and other direct reports to the president will present them to the University Planning Council (UPC). UPC members will then combine all the items from the area plans into a single ranked list and submit it to the President.

The basic features of the University's unit planning process are listed below.

- Open Process: Effective planning requires an ongoing dialogue between units and their supervisors. The University's planning calendar was designed to allow ample time for this exchange of ideas to take place at different stages of the planning process.
- Measurable Goals: Units were asked to develop a set of goals to address their specific needs and an assessment methodology by which their goals could be measured.
- Total Project Costs: When proposing initiatives that have technology and/or space implications, units were required to consult with the Information Technology and/or Facilities Management departments to assess the implementation and support implications of their proposed projects, so as to ensure that the 'total cost' of their proposed project(s) can be fully considered.
- Policy and Organizational Issues: At every level of the planning process, consideration was given to initiatives that promoted changes in organization, process and/or policy leading to improved performance, particularly those that would improve or contribute to student success.
- Best Use of All Possible Resources: Units were encouraged to develop initiatives that could be funded through gifts, state and federal grants, local fees, or the reallocation of existing funds instead of state appropriations.
- Unit Initiatives: The planning focus at the unit level was on initiatives to be undertaken by that unit or by that unit in collaboration with others. Issues of more general concern and proposed campus-wide initiatives were addressed in the overall plan.
- University-wide Planning Framework: The annual plan was developed through a "bottom-up" process, with units working within the framework established by the University's new mission statement and strategic plan. Additional planning guidelines were set forth by President Flores in a memo sent to all planning units on October 2, 2009.

Summary of UH System Goals and the Strategies that UHD Will Use to Address Them

1. STUDENT ACCESS AND SUCCESS

- Recruiting, Advising and Scholarship Support
- Support for Academic Programs
- Student Support Services
- Library Support
- Lab and Classroom Equipment Support
- Facilities to Accommodate Continued Growth
- Competitive Faculty Salaries

2. NATIONAL COMPETITIVENESS

- Student Success Scale-up Project
- Matching Grant Support

3. COMMUNITY ADVANCEMENT

- Public School Support
- Improved Communication Capabilities
- Establish VP for University Advancement Positions
- Other Community Advancement Initiatives

4. 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

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 the current 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 2009 enrollment was 12,742, an increase of 3.7% over the previous year. Further, the 2,172 students who earned a degree from UHD in FY 2009 was more than double the 1,074 who graduated ten years earlier. Minority graduates have increased at an even greater rate—from 539 in FY 1999 to 1,241 in FY 2009, an increase of about 130% 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 37% Hispanic, 29% 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. Over 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 15% 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. More than \$800,000 in UHD's FY2011 budget is targeted to support this important UHS initiative, building on a similar amount that was committed in FY2010.

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 5.1 percent (for a student taking 12 SCHs) in FY2011, the cost of attending UHD will remain among the very lowest in the state.

The University's FY 2011 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 2011 Budget Initiatives

- *Recruiting, Advising and Scholarship Support (\$2,284,782 New Resources, \$353,000 HEAF)*
A principal strategy for improving student success is to provide students with the best possible "front door" experience. A number of weaknesses were identified when the university reviewed how it was recruiting and admitting students. The most serious of these weaknesses pertained to the treatment of transfer students, who make up two-thirds of the students UHD admits each year. The FY 2011 plan

includes additional support for admission counselors and transfer recruiters to work with area community colleges, new resource to speed up the time to evaluate the transcripts of new transfer students, and additional software and personnel to process financial aid applications and prepare for the transition of student loan processing from private lenders to campus direct lending. 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 Certifying Analyst in FY2011 to ensure that all veterans are well served. The 20% scholarship set-aside from the designated tuition increase is included in this category, along with another \$820,000 of institutional funds that will support scholarships in Scholar's Academy (\$320K), replace diminished endowed scholarship funds (\$250K), and provide supplemental scholarship funds for this base period (\$250K). Not included in this discussion is \$35 million in grants and scholarships that will be covered from other sources (\$23 million in federal grants, primarily PELL, see *Appendix C*).

- *Support for Academic Programs (\$1,566,000 New Resources, \$375,570 HEAF)*

UHD's main strategy for pursuing excellence in its academic programs is to continue to invest in highly qualified faculty members who are committed to the university's mission. This remains an area of critical need. The university has a comparatively small full-time, tenured or tenure-track (T/TT) faculty relative to other universities serving similar-sized student bodies. Fall 2009 data from the Coordinating Board showed that UHD had the highest *Student-to-T/TT-Faculty* ratio of any university in the state. The university has established a goal of teaching at least 60 percent of its credit hours with T/TT faculty, but the Fall 2009 coverage rate was 53.5%. Eighteen new faculty positions are included in the FY 2011 budget. These positions will help keep the university from falling further behind other universities as it continues to grow and begins delivering instruction at the new 249 facility.

In addition to investing in people, UHD is budgeting \$375,570 of HEAF dollars to address a variety of equipment and facility needs of the colleges.

- *Student Support Services (\$366,307 New Resources)*

New revenue generated through increases in the Student Service Fee and University Center Fee is allocated with input from committees that include student leaders. In addition to allocating more funds to support the Student Health Center and the university's off-campus call center support, the SSF Allocation Committee funded a Director of International Programs. This position will be vital as UHD seeks to expand international outreach efforts with universities in China and elsewhere. Two new Coordinator positions were created in the Student Life Center to ensure that full-time staff will be on-site during all weekend and evening hours.

- *Library Support (\$63,209 New Resources, \$2,318,151 HEAF)*

The university must continue to increase its library budget to keep up with the higher costs of library materials and provide support for new programs. This is particularly true as the library acquires more electronic collections and electronic journals. The plan also includes a new Instruction Reference Librarian position to promote student success by helping students make effective use of the library's resources.

- *Lab and Classroom Equipment Support (\$182,965 New Resources, \$1,355,000 HEAF)*

To ensure that students are prepared for the technology-based workplace, the university is committed to providing them with access to current technology in ways that will best enrich their educational experience. HEAF money will be used to fund scheduled upgrades in a number of science and computing labs and replace aging multimedia equipment and classroom presentation systems. Also included in this category is funding to expand a chemistry laboratory and provide better supervision

and tutoring services in the math and statistics lab. In the College of Business a significant amount of the new revenue generated through a \$2/SCH differential tuition charge will be used to provide faculty tutors to assist those students needing extra attention.

- Facilities to Accommodate Continued Growth (\$636,000 New Resources, \$270,000 HEAF)*

The most significant growth initiative in UHD’s FY2011 budget is the expansion of operations at the LSC-University Park site, located along Hwy 249 in northwest Houston. Included in the UHD’s proposed budget are funds to cover the lease payments at LSC-UP (\$450,000), other operating expenses (\$186,000), and classroom furniture and instructional technology (\$250,000).
- Competitive Faculty Salaries (\$750,260 New Resources)*

In past years, UHD has used the faculty salary survey conducted by the College and University Personnel Association (CUPA) to keep its salaries competitive with those being paid at other public master’s level universities. For FY2011, UHD will put \$168,565 toward market adjustments in order to move closer to the CUPA averages. An additional \$76,000 will be needed for the salary adjustments that are made when faculty are promoted to a higher rank. The remaining amount of approximately \$505,695 will be awarded as merit pay according to UHD’s merit pay policy.

Investment of FY 2011 Resources in Student Success Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Recruiting, Advising and Scholarship Support	\$2,284,782	\$353,000	\$2,637,782
Support for Academic Programs	\$1,566,000	\$375,570	\$1,941,570
Student Support Services	\$366,307		\$366,307
Library Support	\$63,209	\$2,318,151	\$2,381,360
Lab and Classroom Equipment Support	\$182,965	\$1,355,000	\$1,537,965
Facilities to Accommodate Growth	\$636,000	\$270,000	\$906,000
Competitive Faculty Salaries	\$750,260		\$750,260
Total	\$5,849,523	\$4,671,721	\$10,521,244

Priority 2. National Competitiveness

Context

UH-Downtown is developing a national reputation for its success in graduating students from groups who have had low levels of participation in higher education in the past. The university's goal is to be a national leader in graduating, in a timely manner, minority students and first-generation students and those from educationally disadvantaged backgrounds. One strategy for doing this is to give all first-time students a high-impact educational experience designed to increase their success in school, work and life.

In recent years, through work with Achieving the Dream and its SACS-endorsed Quality Enhancement Plan (QEP), UHD has explored various strategies for enhancing the 'First Year Experience' and improving retention and graduation rates. These strategies have included freshman mentoring, interdisciplinary linked classes, supplemental instruction, *Freshman Summer Success* and *College Success* programs, and the establishment of *Learner's Communities*. While work on assessing the effectiveness of these various efforts goes on, it is clear that some produce a better result than others. For FY2011, the university will carry forward \$500,000 of state incentive money which will be used to 'scale up' those student success initiatives that are shown to deliver the best results.

At UHD, both graduate and undergraduate students are actively encouraged 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.

UHD supports faculty research directed at improving student success through its HEAF set-aside for matching grants, and through a limited number of internally funded grants.

FY 2011 Budget Initiatives

- *Student Success Scale-up Project (\$500,000 New Resources)*
- *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.

Investment of FY 2011 Resources in National Competitiveness Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Success Scale-up Project	\$500,000	\$0	\$500,000
Matching Grant Support	\$0	\$50,000	\$50,000
Total	\$500,000	\$50,000	\$550,000

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 FY2011 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. Even if the university offered the highest possible quality of academic programs, students would not want to attend UHD if they did not feel safe while doing so.

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. As the university has become more technology dependent, it has also become more dependent on securing a support staff that is well trained in the use of technology.

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.

FY 2011 Budget Initiatives

- *Ongoing Physical Plant Maintenance and Upgrades (\$635,000 HEAF)*
UHD continuously seeks to identify facilities maintenance needs that can be addressed with HEAF dollars. It also budgets HEAF funds to take care of small renovation projects that come up during the year. In the current year, planned maintenance funds are being used to upgrade, and make code-compliant, several restrooms in the One Main Building (OMB), and to install digital HVAC controls on two floors of the OMB. Some of the FY2011 planned maintenance funds will be spent in a similar fashion. A major renovation project for FY2011 will be the development of stair connections on several floors between the OMB and the adjoining-but-poorly-connected Academic Building.
- *Providing Campus Security (\$44,778 New Resources, \$74,500 HEAF)*
The University is committed to providing the security needed to protect the investments it has made in its physical plant and to provide a safe environment for its students, faculty and staff. While the actual amount of crime committed on campus is relatively low, crime is a major concern of many on campus, especially those who teach or take classes in the evening.
- *Ongoing Technology Maintenance and Upgrades (\$150,000 New Resources, \$1,350,000 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 (\$655,000 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 (\$963,531 New Resources)*
The university provided no pay raises in FY2010 for staff or faculty. The intent is to provide an overall 4% pool for both groups. In the case of staff, the proposal is to provide for critical market adjustments (raising all staff to at least the minimum for their grade per the UHD pay plan), a merit pay pool, and an across-the-board component with a floor of \$900 established for those employees earning less than \$45,000/year. Because two years will have passed since UHD employees last received pay increases, the across-the-board element is needed to simply offset some of the increased cost-of-living.
- *General Administration and Operations (\$584,784 New Resources, \$348,883 HEAF)*
To support the ongoing operations of the university, funding must be provided for general administrative expenses. This category includes several items that fall under the heading of general administration, including the shifting of \$310,000 of PeopleSoft support charges from HEAF to local funds, funds to cover the cost of leasing a parking lot from the City of Houston, and one additional position – a Budget Analyst to support the needs of the University community including upper management. It also includes funding to upgrade the campus phone system.

Investment of FY 2011 Resources in University Infrastructure and Administration

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Ongoing Physical Plant Maintenance and Upgrades		\$635,000	\$635,000
Providing Campus Security	\$44,778	\$74,500	\$119,278
Ongoing Technology Maintenance and Upgrades	\$150,000	\$1,350,000	\$1,500,000
Faculty Technology Support		\$655,000	\$655,000
Staff Support	\$963,531		\$963,531
General Administration and Operations	\$584,784	\$348,883	\$933,667
Total	\$1,743,093	\$3,063,383	\$4,806,476

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. It has been honored for the second time in being named to the President's Honor Roll for Community Service. The Carnegie Foundation has awarded it a special designation for universities that exhibit 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's recently created Office of Community Engagement continues to work with faculty members to more fully integrate community engagement activities throughout the curriculum.

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. In FY2010, with the assistance of State Rep. Sylvester Turner, UHD was able to have \$40,000 of CDG funds directed to support several university-initiated community engagement activities. Four \$10,000 grants were awarded on a competitive basis out of UHD's Office of Community Engagement, which ended up funding initiatives ranging from internships with the Acres Homes Community Development Corporation to a financial literacy service learning project through the Houston READ Commission. Our hope is that the success of these programs will justify another allocation from Rep. Turner for FY2011.

In ranking its FY 2011 spending initiatives, the highest priority was given to the student success initiatives listed earlier. The funding for the LSC-UP initiative listed in the Student Success section could also have been included here since it reflects UHD's commitment to serving the educational needs of Northwest Houston. Other initiatives that support the System's goal of Community Advancement are listed below.

FY 2011 Budget Initiatives

- *Public School Support (\$69,529 New Resources)*

In order to meet state and federal teacher education mandates, the university has approved a new data manager position in the College of Public Service to track and evaluate teacher education graduates after they leave UHD and secure teaching positions in the public schools.

- *Improved Communication Capabilities (\$69,530 New Resources)*

The FY 2011 budget provides funding for a web content developer position in the Division of Public Affairs to enable that office to make fuller use of new social media in reaching out to donors and alumni and in supporting the admissions office by sending out recruitment materials to potential students. Both will be essential as UHD moves through the Name Change process.

- *Establish VP for University Advancement Positions (\$50,000 New Resources)*

For FY2011 the vacant Executive Director of University Advancement position will be upgraded to Vice President for University Advancement. The individual hired into this new position will have responsibility for both Development/Fundraising and the Public Affairs function.

- *Other Community Advancement Initiatives (\$21,670 New Resources)*

As the university has sought to expand its reach over the past year, one strategy has been to engage as members in some targeted professional and/or civic organizations. UHD will also be providing some additional support in the coming year to its highly acclaimed Civic Jazz Orchestra, under the direction of noted jazz musician and UHD Artist in Residence Robert Wilson.

Investment of FY 2011 Resources in Community Advancement Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Public School Support	\$69,529		\$69,529
Improved Communication Capabilities	\$69,530		\$69,530
Establish VP for University Advancement Positions	\$50,000		\$50,000
Other Community Advancement Initiatives	\$21,670		\$21,670
Total	\$210,729		\$210,729

FY 2011 5% State Budget Reduction and Other Reallocations

As a result of the announced 5% state budget cut, UH-Downtown will have to absorb a \$1,330,572 reduction in state support in FY2011. UHD was able to address a similar size reduction in FY2010 largely through the elimination of a planned mid-year pay raise for faculty and staff and through the application of reserve funds. Anticipating that additional cuts are likely for the FY2012/2013 biennium, it is important that for FY2011 the 5% cut be addressed through base reductions rather than one-time actions.

UHD has identified base reductions of \$1,459,716, an amount that exceeds the state budget cut amount by approximately 9 percent.

The base budget reductions that were identified during FY2011 budget development include:

- Utilities Savings (\$125,000) - The UH System has now locked in a favorable fixed-rate electricity contract that runs through March 2012. With this contract in effect throughout all of FY2011, UHD is able to reduce its utilities budget from FY2010.
- Distance Sites Service Charges (\$487,367) - After a review of its distance education operations, UHD leadership determined that its best course of action would be to pull out of both the Cinco Ranch and The University Center (Woodlands) sites. The savings in terms of service charges amounts to just under a half million dollars.
- Personnel/Full-time positions (\$345,761) – UHD has identified 6 full-time, non-faculty positions for elimination in FY2011. Five of the positions were vacant at the time of the decision to eliminate.
- Personnel/Part-time positions (\$240,000) – UHD has been aggressive in recent years when budgeting for part-time faculty. A mid-year review in FY2010 indicated that the adjunct faculty budgets could be reduced by the equivalent of 10 FTE positions.
- M&O Reductions (\$261,588) – These reductions in general M&O support reach across the entire campus. These reductions will impact the departments on many levels, from reduced funds for supplies and subscriptions/memberships, to new limits on staff and faculty travel.

It is expected that additional base budget reductions will be identified by the UHD *Budget Reduction and Efficiencies Task Force*, which was established by the president in spring 2010. The BR&E Task Force recently presented their initial report, identifying numerous ideas for further budget reductions. While its focus is on identifying longer-term operational efficiencies to be applied in the FY2012/2013 biennium, it is expected that several of the BR&E Task Force recommendations will provide additional savings for FY2011.

University of Houston-Downtown
Appendix A - Allocation of New FY 2011 Resources

<u>Revenue Changes</u>	<u>A</u>
Appropriations Bill	
1 General Revenue Appropriation	\$ 52,791
2 Higher Ed General Insurance	<u>159,787</u>
3 Subtotal	<u>\$ 212,578</u>
4 Utility Savings	\$ 125,000
Tuition	
5 Statutory Tuition	\$ 1,034,092
6 Designated Tuition - General	3,244,893
7 Designated Tuition - Differential	<u>153,126</u>
8 Subtotal Tuition	<u>\$ 4,432,111</u>
Student and Auxiliary Fees	
9 Designated Other	\$ 1,519,650
10 Student Service / University Center Fee	903,631
11 Other Fees	<u>117,398</u>
12 Subtotal Student and Auxiliary	<u>\$ 2,540,679</u>
13 Endowment Loss/Gifts	\$ (11,032)
14 Reductions/Reallocations	\$ 2,334,581
15 Total New Funds for Allocation	<u><u>\$ 9,633,917</u></u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Success & Access	
1 Recruiting, Advising and Scholarship Support	\$ 2,284,782
2 Support for Academic Programs	1,566,000
3 Student Support Services	366,307
4 Library Support	63,209
5 Lab and Classroom Equipment Support	182,965
6 Facilities to Accommodate Growth	636,000
7 Competitive Faculty Salaries	<u>750,260</u>
8 Subtotal	<u>\$ 5,849,523</u>
Priority 2. National Competitiveness	
9 Student Success Scale-Up Project	\$ 500,000
Priority 3. University Infrastructure & Administration	
10 Provide Campus Security	\$ 44,778
11 Ongoing Technology Maintenance and Upgrades	150,000
12 Staff Support	963,531
13 General Administration and Operations	<u>584,784</u>
14 Subtotal	<u>\$ 1,743,093</u>
Priority 4. Community Advancement	
15 Public School Support	\$ 69,529
16 Improved Communication Capabilities	69,530
17 Establish VP for University Advancement Positions	50,000
18 Other Community Advancement Initiatives	<u>21,670</u>
19 Subtotal	<u>\$ 210,729</u>
20 Reserve for State Reduction	\$ 1,330,572
21 Total New Investments	<u><u>\$ 9,633,917</u></u>

University of Houston-Downtown
Appendix B - Allocation of FY 2011 HEAF

<u>FY11 Allocation</u>	
HEAF	\$ 7,435,238
HEAF Balance	349,866
Total Available	<u>\$ 7,785,104</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Success & Access	
Recruiting, Advising and Scholarship Support	\$ 353,000
Support for Academic Programs	375,570
Library Support	2,318,151
Lab and Classroom Equipment Support	1,355,000
Facilities to Accommodate Growth	270,000
Subtotal	<u>\$ 4,671,721</u>
Priority 2. National Competitiveness	
Matching Grant Support	\$ 50,000
Priority 3. University Infrastructure & Administration	
Ongoing Physical Plant Maintenance & Upgrades	\$ 635,000
Provide Campus Security	74,500
Ongoing Technology Maintenance & Upgrades	1,350,000
Faculty Technology Support	655,000
General Administration & Operations	348,883
Subtotal	<u>\$ 3,063,383</u>
Total New Investments	<u>\$ 7,785,104</u>

University of Houston-Downtown

Appendix C - Projected Availability of Scholarships and Grants

	FY2010	FY2011
TEXAS Grant	\$ 4,314,944	\$ 5,469,729
Texas Public Education Grants (TPEG)	2,006,771	2,101,712
Designated Tuition - Scholarship set-aside (20%)	1,720,273	2,216,730
<u>Endowed Scholarships</u>		
UHD endowed scholarship funds:		
Scholarship Match - Jeff Davis program (Edmonds)	\$ 55,000	\$ 40,000
AMP Match - Scholars Academy (Edmonds/Jones)	120,000	120,000
Scholars Academy		320,000
UHD Achievers Scholarships		250,000
Red Rose Scholarships funded through endowments	18,066	17,854
All Other UHD endowed scholarship funds	341,600	317,646
Endowed Scholarships 'make-up' w/Incentive Funds (FY2009)	185,334	250,000
	\$ 720,000	\$ 1,315,500
UHD portion of shared UH System scholarship endowments	\$ 20,743	\$ 19,187
Autrey, Cullen Leadership, Cullinan, Int'l Paper		
Endowed scholarships held at the UH Foundation	\$ 122,000	\$ 115,000
Dykes, A/B & Hearst-UHD, Hugh Roy Cullen-UHS		
<u>Non-Endowed Scholarships</u>		
Teacher Education Scholarships - Cain (1)	\$ 200,000	\$ 200,000
Red Rose Scholarships (RRB proceeds)	56,934	57,146
Deans' Transfer Scholarships (RRB proceeds)	40,000	40,000
100 Club Scholarships	300,000	400,000
All Other UHD non-endowed scholarship funds	\$ 596,934	\$ 697,146
Total	\$ 9,501,665	\$ 11,935,004

Note: UHD expects to process over \$23 million in PELL, SEOG, and CWSP grants in FY2011.

University of Houston-Downtown

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2009 Budget	Dollars	Percent		FY2010 Budget	Dollars	Percent		FY2011 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 33.6	\$ 2.5	7.6%		\$ 36.1	\$ 0.0	0.0%		\$ 36.2
2 HEAF	6.5	1.8	27.2%		8.3	(1.7)	-20.4%		6.6
3 Tuition & Fees	51.4	2.9	5.7%		54.3	6.4	11.8%		60.7
4 Other Operating (Auxiliaries)	5.2	3.0	57.3%		8.1	0.7	9.1%		8.9
5 Contracts & Grants (Restricted)	18.8	5.2	27.9%		24.0	8.4	34.9%		32.4
6 Endowments/Gifts (Restricted)	5.1	(0.6)	-11.5%		4.5	(0.2)	-5.5%		4.3
7 Total Sources	\$ 120.6	\$ 14.9	12.3%		\$ 135.5	\$ 13.6	10.1%		\$ 149.1
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 25.9	\$ 1.2	4.5%		\$ 27.0	\$ 1.1	4.0%		\$ 28.1
9 Salaries and Wages - Staff	25.5	1.4	5.7%		26.9	2.6	9.8%		29.6
10 Benefits	12.7	1.1	8.7%		13.9	0.8	5.9%		14.7
11 M&O	17.4	2.7	15.5%		20.1	4.1	20.5%		24.2
12 Capital	6.9	2.3	33.5%		9.2	(1.7)	-18.3%		7.5
13 Scholarships	23.2	6.2	26.8%		29.4	5.5	18.7%		34.9
14 Debt Service	6.5	0.0	0.6%		6.5	(0.0)	-0.6%		6.5
15 Utilities	2.6	(0.1)	-3.9%		2.5	(0.1)	-5.1%		2.3
16 Reserve for State Budget Reduction	-	-			-	1.3			1.3
17 Total Uses	\$ 120.6	\$ 14.9	12.3%		\$ 135.5	\$ 13.6	10.1%		\$ 149.1
<u>Capital Facilities Budget</u>									
Source of Funds									
18 HEAF	\$ 3.1	\$ (1.9)	-59.7%		\$ 1.2	\$ (0.4)	-33.9%		\$ 0.8
20 Gifts	0.1	(0.1)	-100.0%		-	-			-
22 Total Sources	\$ 3.2	\$ (2.0)	-61.0%		\$ 1.2	\$ (0.4)	-33.9%		\$ 0.8
Use of Funds by Object									
24 Major Rehabilitation	\$ 3.2	\$ (2.0)	-61.0%		\$ 1.2	\$ (0.4)	-33.9%		\$ 0.8
26 Total Uses	\$ 3.2	\$ (2.0)	-61.0%		\$ 1.2	\$ (0.4)	-33.9%		\$ 0.8
<u>Total Operating, Restricted and Capital Budget</u>									
27	\$ 123.8	\$ 12.9	10.4%		\$ 136.7	\$ 13.2	9.7%		\$ 149.9

University of Houston-Downtown

Table 2 - Operations

<u>Source of Funds</u>	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 23,666,545	\$ 95,143	0.4%	\$ 23,761,688
Special Items	632,500	(250,000)	-39.5%	382,500
Tuition Revenue Bonds	6,238,320	(42,352)	-0.7%	6,195,968
State Benefits Appropriation	5,609,808	204,786	3.7%	5,814,594
Subtotal State General Revenue Appropriations	36,147,173	7,577	0.0%	36,154,750
Tuition and Fees				
Statutory & Graduate Premium	16,378,197	1,034,092	6.3%	17,412,289
Lab/other Student Fees	95,000			95,000
Subtotal Tuition and Fees	16,473,197	1,034,092	6.3%	17,507,289
HEAF	9,548,995	(2,113,757)	-22.1%	7,435,238
Income on State Treasury Deposits	20,000			20,000
Fund Balance	856,000	31,566	3.7%	887,566
Subtotal General Funds	63,045,365	(1,040,522)	-1.7%	62,004,843
Designated				
Tuition and Fees				
Designated Tuition - General	24,126,325	3,398,019	14.1%	27,524,344
Library Fee	1,430,362	238,066	16.6%	1,668,428
Technology Fee	3,662,694	416,234	11.4%	4,078,928
Major/Department/Class Fees	4,292,219	425,215	9.9%	4,717,434
Subtotal Tuition and Fees	33,511,600	4,477,534	13.4%	37,989,134
Indirect Cost	211,585	369,195	174.5%	580,780
Investment Income on Non-Endowed Funds	635,000			635,000
Endowment Income	47,459			47,459
Contracts / Grants	72,011	18,128	25.2%	90,139
Self Supporting Organizations/Others	1,266,000	343,600	27.1%	1,609,600
Fund Balance	2,284,426	90,382	4.0%	2,374,808
Subtotal Designated Funds	38,028,081	5,298,839	13.9%	43,326,920
Auxiliary Enterprises				
Student Fees				
Student Service Fee	3,437,738	532,248	15.5%	3,969,986
Recreation and Wellness Center	733,559	371,383	50.6%	1,104,942
Other Student Fees	135,000	10,000	7.4%	145,000
Subtotal Student Fees	4,306,297	913,631	21.2%	5,219,928
Sales & Service - Parking	1,030,000	152,085	14.8%	1,182,085
Sales & Service - Athletics/Hotel/UC/Other	1,277,980	(32,687)	-2.6%	1,245,293
Fund Balance	338,814	(235,470)	-69.5%	103,344
Subtotal Auxiliary Funds	6,953,091	797,559	11.5%	7,750,650
Total Current Operating Funds	108,026,537	5,055,876	4.7%	113,082,413
Interfund transfer	(1,157,844)	424,000	-36.6%	(733,844)
Total Sources	\$ 106,868,693	\$ 5,479,876	5.1%	\$ 112,348,569
Use of Funds by Object				
Salaries and Wages	\$ 52,820,026	\$ 3,639,679	6.9%	\$ 56,459,705
Benefits	13,672,360	796,267	5.8%	14,468,627
M&O	16,343,340	1,343,919	8.2%	17,687,259
Capital	9,178,995	(1,683,823)	-18.3%	7,495,172
Scholarships	5,867,075	220,503	3.8%	6,087,578
Debt Service	6,511,896	(42,239)	-0.6%	6,469,657
Utilities	2,475,001	(125,002)	-5.1%	2,349,999
Reserve for State Budget Reduction		1,330,572		1,330,572
Total Uses	\$ 106,868,693	\$ 5,479,876	5.1%	\$ 112,348,569

University of Houston-Downtown
Table 3 - Restricted

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 1,777,168	\$ 1,861,809	104.8%	\$ 3,638,977
Financial Aid	22,259,101	6,538,104	29.4%	28,797,205
Gifts	1,319,000	(46,000)	-3.5%	1,273,000
Endowment Income	465,570	9,675	2.1%	475,245
Other Restricted	2,509,797	(192,625)	-7.7%	2,317,172
Total Current Operating Funds	28,330,636	8,170,963	28.8%	36,501,599
Interfund Transfer	253,860	(20,707)	-8.2%	233,153
Total Sources	\$ 28,584,496	\$ 8,150,256	28.5%	\$ 36,734,752
Use of Funds by Object				
Salaries and Wages	\$ 1,158,138	\$ 67,390	5.8%	\$ 1,225,528
Benefits	182,679	16,585	9.1%	199,264
M&O	3,733,350	2,779,405	74.4%	6,512,755
Scholarships	23,510,329	5,286,876	22.5%	28,797,205
Total Uses	\$ 28,584,496	\$ 8,150,256	28.5%	\$ 36,734,752

University of Houston-Downtown

Table 4 - Capital Projects

	Project to Date (1)	FY2011 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
Major Repair and Rehabilitation								
	\$ -	\$ 190,000	\$ -	\$ 190,000	\$ 190,000	\$ -	\$ -	\$ -
		300,000	-	300,000	300,000			
Projects Budgeted Annually								
		335,000	-	335,000	335,000			
	\$ -	\$ 825,000	\$ -	\$ 825,000	\$ 825,000	\$ -	\$ -	\$ -
Total	\$ -	\$ 825,000	\$ -	\$ 825,000	\$ 825,000	\$ -	\$ -	\$ -

(1) Project expenditures to date, estimated through August 31, 2010

University of Houston-Downtown

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2010 Budget	-----Change-----		FY2011 Budget
		FTE	Percent	
Faculty	238	11	4.6%	249
Part-time Faculty	231	(10)	-4.3%	221
Professional Staff	262	25	9.5%	287
Classified Staff	256	(2)	-0.8%	254
Temporary Staff	127	(4)	-3.1%	123
Total	1,114	20	1.8%	1,134

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

	FY2007	FY2008	FY2009	FY2010	FY2011	FY11 vs FY10
	Actuals	Actuals	Actuals	Budget	Budget	Change
Semester Credit Hours						
Lower Division	117,001	122,127	120,759	128,588	127,809	(779)
Upper Division	135,348	142,121	148,228	147,322	157,044	9,722
Masters	1,542	1,911	2,139	2,056	2,214	158
Total	<u>253,891</u>	<u>266,159</u>	<u>271,126</u>	<u>277,966</u>	<u>287,067</u>	<u>9,101</u>
Semester Credit Hours-On/Off Campus						
On Campus	222,406	232,112	230,750	251,003	244,007	(6,996)
Off Campus	31,485	34,047	40,376	26,963	43,060	16,097
Total	<u>253,891</u>	<u>266,159</u>	<u>271,126</u>	<u>277,966</u>	<u>287,067</u>	<u>9,101</u>
Fall Headcount	11,449	11,793	12,283	12,529	13,124	595
Fall FTE	7,723	7,972	8,010	8,220	8,610	390

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

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Sources				
Current Year Appropriations	\$ 3,452,738	\$ 532,248	15.4%	\$ 3,984,986
Remissions/Exemptions	(15,000)			(15,000)
Other Income	215,000	10,000	4.7%	225,000
Budgeted Fund Balance	50,814	(50,814)	-100.0%	-
Total Sources	\$ 3,703,552	\$ 491,434	13.3%	\$ 4,194,986
Allocations				
Bayou Review	\$ 10,500	\$ -		\$ 10,500
Call Center	175,000	25,000	14.3%	200,000
Campus Activities Board	43,400	12,700	29.3%	56,100
Campus Information Center	-	53,202	N/A	53,202
Career Services	288,302	3,746	1.3%	292,048
Clubs and Organizations	74,487	15,000	20.1%	89,487
Disabled Student Services	19,796			19,796
Drama Production	40,025	6,000	15.0%	46,025
Financial Aid Office	940,770	230,309	24.5%	1,171,079
Graduation/Diplomas	160,400	10,000	6.2%	170,400
Handbook	8,000			8,000
International Programs	-	101,514	N/A	101,514
O'Kane Gallery	90,501	(90,501)	-100.0%	-
One Main Events	38,000			38,000
Registrar - SSF	186,193	36,035	19.4%	222,228
Software Consulting	-	40,000	N/A	40,000
Student Academic Competition	13,000			13,000
Student Activities	379,757	18,971	5.0%	398,728
Student Assistance Program	198,000			198,000
Student Awards	3,300			3,300
Student Government	31,945	3,000	9.4%	34,945
Student Health Services	268,182			268,182
Student Newspaper	35,870			35,870
Student Services	128,945	(112,445)	-87.2%	16,500
Unallocated	-	23,085	N/A	23,085
Utilities/Other Overhead	87,895	21,772	24.8%	109,667
Veterans Services	-	62,161	N/A	62,161
Volunteer Center	49,899	10,767	21.6%	60,666
VP Student Services/Enroll Mgmt	422,885	9,618	2.3%	432,503
Welcome Week	8,500	11,500	135.3%	20,000
Total Allocations	\$ 3,703,552	\$ 491,434	13.3%	\$ 4,194,986

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

Use of Funds by Organization	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
President	\$ 1,513,149	\$ (321,672)	-21.3%	\$ 1,191,477
University Advancement & External Relations	2,027,488	161,709	8.0%	2,189,197
Employment Services and Operations	1,491,079	(44,561)	-3.0%	1,446,518
Academic Affairs				
Administration (Provost)	3,758,529	202,650	5.4%	3,961,179
Business Administration	8,937,215	1,011,537	11.3%	9,948,752
Humanities and Social Sciences	11,235,009	461,177	4.1%	11,696,186
Public Service	5,012,792	1,103,809	22.0%	6,116,601
Sciences and Technology	8,015,110	540,537	6.7%	8,555,647
University College	1,423,970	80,971	5.7%	1,504,941
Subtotal: Academic Affairs	38,382,625	3,400,681	8.9%	41,783,306
Scholarships	4,254,826	892,752	21.0%	5,147,578
Library	3,978,324	331,460	8.3%	4,309,784
Continuing Education	883,540	(12,946)	-1.5%	870,594
Administration				
Administration (VP Administration)	2,610,555	(1,780,298)	-68.2%	830,257
Budget and Procurement	455,297	79,508	17.5%	534,805
Business Affairs	1,904,059	42,179	2.2%	1,946,238
Computing and Telecommunication	7,820,122	393,376	5.0%	8,213,498
Academic Computing	4,204,298	177,884	4.2%	4,382,182
Physical Plant	7,270,974	32,986	0.5%	7,303,960
Risk Management & Compliance	317,467	47,506	15.0%	364,973
Utility	2,475,000	(125,001)	-5.1%	2,349,999
Subtotal: Administration	27,057,772	(1,131,860)	-4.2%	25,925,912
Student Affairs				
Administration (Student Affairs)	1,551,938	171,034	11.0%	1,722,972
Enrollment Services	3,656,209	453,174	12.4%	4,109,383
Student Support Services	811,224	168,164	20.7%	979,388
Student Life	1,448,948	164,964	11.4%	1,613,912
Subtotal: Student Affairs	7,468,319	957,336	12.8%	8,425,655
Staff Benefits	9,019,038	174,787	1.9%	9,193,825
Community Development	632,500	(269,125)	-42.5%	363,375
Unallocated	-	48,717	N/A	48,717
System Service Charges	1,534,130	(113,113)	-7.4%	1,421,017
Insurance Premium	283,481			283,481
Debt Service	6,511,896	(42,239)	-0.6%	6,469,657
Reserve for State Budget Reduction	-	1,330,572	N/A	1,330,572
Fund Balance Contingency	1,830,526	117,378	6.4%	1,947,904
Total Uses	\$ 106,868,693	\$ 5,479,876	5.1%	\$ 112,348,569

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

	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 85,000	\$ (50,000)	-58.8%	\$ 35,000
University Advancement & External Relations	6,900			6,900
Employment Services & Operations	-	44,000	N/A	44,000
Academic Affairs				
Administration (Provost)	382,000	(118,034)	-30.9%	263,966
Business Administration	122,443	44,053	36.0%	166,496
Humanities and Social Sciences	50,000	45,552	91.1%	95,552
Public Service	450,000	393,239	87.4%	843,239
Sciences and Technology	992,356	1,498,550	151.0%	2,490,906
University College	925,441	(2,231)	-0.2%	923,210
Subtotal: Academic Affairs	<u>2,922,240</u>	<u>1,861,129</u>	<u>63.7%</u>	<u>4,783,369</u>
Scholarships	22,997,459	6,531,752	28.4%	29,529,211
Library	100,000			100,000
Administration				
Administration (VP Administration)	44,000	(44,000)	-100.0%	-
Physical Plant	34,100			34,100
Subtotal: Administration	<u>78,100</u>	<u>(44,000)</u>	<u>-56.3%</u>	<u>34,100</u>
Fund Balance Contingency	2,394,797	(192,625)	-8.0%	2,202,172
Total Uses	<u>\$ 28,584,496</u>	<u>\$ 8,150,256</u>	<u>28.5%</u>	<u>\$ 36,734,752</u>

Memo To: All UH-Downtown/PS Holders

UH-Downtown/PS 10.A.04

From: Max Castillo, President

Issue No. 5

Effective Date: Fall 2010

Subject: Faculty Teaching Workload

Page 1 of 3

1. PURPOSE

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

2. DEFINITIONS

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

3. POLICY/PROCEDURES

3.1 Scope

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

3.2 Principles

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

3.3 Policy

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

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

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

3.4 Adjustments and Exceptions to Policy

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

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

4. SEE SECTION 3 FOR PROCEDURES

5. EXHIBITS

There are no exhibits associated with this policy.

6. REVIEW PROCESS

Responsible Party (Reviewer): President

Review: Biannually

Signed copy of file in Employment Services and Operations

7. POLICY HISTORY

Issue #3: 3/1/86

Issue #4: 1/1/07

8. REFERENCES

There are no references associated with this policy.

UH – VICTORIA

University of Houston-Victoria Mission Statement

The University of Houston-Victoria (UHV) is a dynamic destination university in the Coastal Bend Region of Texas. UHV serves the educational needs, promotes the economic well-being, and advances the quality of life for the university and community through teaching, research, and service excellence.

As a separately accredited university in the University of Houston System, UHV is dedicated to providing students with educational and leadership opportunities that empower them to be successful 21st century professionals and citizens in the global economy. UHV offers undergraduate and graduate degrees in four schools: Arts and Sciences, Business Administration, Education and Human Development, and Nursing. Fully-online programs complement face-to-face programs and allow convenient access for UHV's traditional and non-traditional students. UHV also serves transfer students through articulation agreements with community colleges.

Civic engagement and service learning provide students the opportunity to make meaningful connections between their classroom experiences and their lives in an ever-changing and increasingly complex world. UHV enriches the region by offering economic development, life-long learning, outreach and special events, athletics and cultural experiences for the community.

UHV 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 FY 2011

Overview

The University of Houston-Victoria is a four-year Master's comprehensive institution. During fall 2009 total enrollment equaled 3,655 students, which was a 15% increase over fall 2008. UHV achieved its largest enrollment to date during the spring 2010 semester with 3,776 students: 2,045 undergraduates and 1,731 graduate students. Many UHV students work full- or part-time, and they take 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. UHV awarded 801 degrees in 2009, including 490 bachelors and 311 master's degrees.

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 2011 include:

1. Student Access and Success
 - Faculty
 - Competitive and Equitable Salaries for Faculty
 - Student Recruitment, Retention and Graduation
 - Academic Programs
 - Distance Education
 - International Education
 - Support UH System Efforts at Sugar Land and Cinco Ranch
 - Downward Expansion

2. Academic and Research Excellence/National Competitiveness
 - Professional Development
 - Faculty Research

3. University Infrastructure and Administration

- Technology
- Operational Support
- Competitive and Equitable Salaries for Staff
- Quality Improvements
- Facilities

4. Community Involvement

- Small Business Development Center (SBDC)

Priority 1. Student Access and Success

Context

To support the first ever admission and enrollment of freshmen and sophomores in fall, 2010, UHV 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 leaves UHS-Cinco Ranch campus in fall 2010, UHV will assume additional operating expenses at that site. UHV accepted the UHSCR program lead for the BBA-Business Administration degree.

In 2010, UHV received approval from the UHS-Board of Regents and the Texas Higher Education Coordinating Board (THECB) to add two new degree programs: MS in Forensic Psychology and BA in Communication Design.

UHV is proud of its graduation rate based on the number of first-time, full-time entering juniors who graduate in four years. From 2005-2009 UHV had an average graduation rate of 69.3%.

FY 2011 Budget Initiatives

- *Faculty (\$896,417 New Resources)*

With significant enrollment growth and several new programs, UHV will be able to serve significantly more students. For FY 2011, thirteen 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 (\$355,361 New Resources)*

UHV conducts salary reviews to monitor internal equity and external competitiveness. Equity adjustments are considered for those who have meritorious performance evaluations. New resources of \$355,361 will be used for increased costs of employee benefits, merit and promotions.
- *Student Recruitment, Retention and Graduation (\$738,044 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, student mentors, and tutors. UHV will continue to:

 - expand student scholarships to ensure that education remains affordable;
 - collaborate with community colleges to ensure 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 (\$199,246 New Resources) (\$41,875 HEAF)*

UHV is expanding its nursing programs to Cinco Ranch and will triple the size of its second degree Nursing program. UHV had new graduate programs/concentrations approved for Nursing, Publishing, Education (math education) and Interdisciplinary Studies (Religion and Film), and new undergraduate programs including 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 (\$173,013 New Resources)*

For several years UHV has been aggressive in expanding distance education opportunities for students. 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 (\$15,000 New Resources)*

International Education is a priority for UHV as it provides opportunities for students to study abroad and extend their understanding of global issues. UHV is actively recruiting international students especially in China. In fall 2008 seventeen Chinese students began graduate study in the School of Business Administration at UHV, and the first group of these students will graduate in spring 2010. In fall 2009 seven Chinese students moved to Victoria and enrolled in Computer Science courses. UHV is working with the UH System and other universities to establish collaborative initiatives abroad. Currently UHV has initiatives in China, India, Mexico, Spain, and the United Kingdom.
- *Support UH System Efforts at Sugar Land and Cinco Ranch (\$469,172 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 in fall 2007, UHV took responsibility for additional programs and assumed a greater proportion of the operating expenses at UHSSL. HEAF funding will supplement the operating expenses for Sugar Land and Cinco Ranch.
- *Downward Expansion (\$279,510 New Resources, \$900,000 HEAF)*

On June 19, 2009 Governor Rick Perry signed HB 1056 that allows UHV to admit freshman and sophomore students. To prepare for these new students, UHV will add new personnel (faculty and staff) and technology for instruction and administration. In order to recruit new-from-high school students, UHV has prepared new marketing materials, hired recruiters to attract prospective students, increased the number of academic advisors in the School of Arts and Sciences, and is developing 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 2011 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Faculty	\$ 896,417		\$ 896,417
Competitive and Equitable Salaries for Faculty	\$ 355,361		\$ 355,361
Student Recruitment, Retention and Graduation	\$ 738,044		\$ 738,044
Academic Programs	\$ 199,246	\$ 41,875	\$ 241,121
Distance Education	\$ 173,013		\$ 173,013
International Education	\$ 15,000		\$ 15,000
Support UH System at Sugar Land and Cinco Ranch		\$ 469,172	\$ 469,172
Downward Expansion	\$ 279,510	\$ 900,000	\$1,179,510
Totals	\$2,656,591	\$1,411,047	\$4,067,638

Priority 2. Academic & 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 - #1 Greatest Opportunity for Minority Students (2009); Get Educated.com #2 (global MBA), #11 (Strategic MBA) AACSB accredited Distance MBA Best Buy (2009); GetEducated.com #4 (BBA) Best Buy Bachelor's Business & Management; 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 30 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, writing for the media, and enhancing diversity in high school literature through Centro Victoria.

In FY 2010 (as of March 23, 2010) the School of Nursing (SoN) received over \$1.6 million in sponsored funding to address professional nursing shortages and equip nursing labs and simulation centers. In 2009, SoN graduate and undergraduate programs received full accreditation for five years (through 2014) from the Commission for Collegiate Nursing Education (CCNE).

In February 2010, Counseling programs within the School of Education and Human Development were reviewed by an on-site team with the Council for Accreditation of Counseling and Related Educational Programs (CACREP). Final results of the site visit are still pending. In addition, the SoEHD hosted a conference by the Teacher Education Accreditation Council (TEAC) for teacher education faculty at UHV and area schools. The SoEHD has also established a timeline for pursuing TEAC accreditation.

FY 2011 Budget Initiatives

- *Professional Development (\$76,224 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 (\$10,000 New Resources)*

The faculty publishing research and securing external grants slightly decreased. New awards total \$1,837,453 for FY2009. Overall Sponsored Projects total \$2,445,904 in FY2008 and decreased to \$2,286,187 in FY2009. The overall award amount decreased and the number of newly awarded grants decreased from 14 in FY2008 to 10 in FY2009. These grants are distributed in four Schools, Student /Academic Services, and the VC/UHV Library in FY2009:

- 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 \$1,594.
- 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. The award was \$218,465.
- The VC/UHV Library received a total of \$16,500 from the Trull Foundation (\$8,000), Kathryn O’Connor Foundation (\$6,000), and Albert E. & Myrtle Gunn Trust (\$2,500) to conduct 48 oral histories of individual Vietnamese who came to Texas following the Vietnam War.

The research administrator 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 and preparing grant proposals for submission in the fall semester. Due to budget cuts, these grants were reduced to \$10,000 for faculty participating during summer 2010. UHV will evaluate faculty research resources in FY10 by hiring a consultant for \$6,000. In addition, in FY 11 new resources amounting to \$10,000 will be provided for continued support of the Junior Faculty Research grants.

Priority 2. Investment of Resources in FY 2011 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Professional Development	\$ 76,224		\$ 76,224
Faculty Research	\$ 10,000		\$ 10,000
Totals	\$ 86,224	\$ 0	\$ 86,224

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 2011 Budget Initiatives

- *Technology (\$27,000 New Resources, \$490,200 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 the PC replacement cycle, server replacements and upgrades, network equipment and upgrades and classroom technology support.
- *Operational Support (\$383,546 New Resources, \$123,834 HEAF)*
New funding will be used to pay additional central service charges to UH System to support current operations as well as additional staff salaries and maintenance and operations. UHV will continue to make administrative investments needed to insure efficient and effective operations throughout the University. HEAF funds will be used for plant support, campus security and technology.
- *Competitive and Equitable Salaries for Staff (\$245,784 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 (\$279,362 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 support group computing stations, upgrading automated library systems and materials, and licensing of digital media.
- *Facilities (\$31,249 HEAF)*
Facility improvements will include areas such as roof repairs, continued maintenance, and additional security lighting.

Priority 3. Investment of Resources in FY 2011 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Technology	\$ 27,000	\$ 490,200	\$ 517,200
Operational Support	\$ 383,546	\$ 123,834	\$ 507,380
Competitive and Equitable Salaries for Staff	\$ 245,784		\$ 245,784
Quality Improvements		\$ 279,362	\$ 279,362
Facilities		\$ 31,249	\$ 31,249
Totals	\$ 656,330	\$ 924,645	\$1,580,975

Priority 4. Community Advancement

Context

UHV is committed to enriching the community by offering programs and services that help citizens grow and develop. 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. The Society for Critical Exchange hosts an annual conference on campus. Additional grant-funded 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.

UHV has joined the Texas Campus Compact, an organization focused on helping Texas institutions of higher education develop opportunities for civic engagement. This is part of UHV's continuing efforts to achieve classification as a Carnegie Community Engagement Institution.

FY 2011 Initiatives

- *Small Business Development Center (SBDC) (\$0 New Resources)*
This center continues to be committed to building and preserving long-term regional relationships impacting the economic health of communities in the area. SBDC provides free guidance and technical assistance in the form of counseling and training which impacts small business development, growth, and sustainability. SBDC added the Rural Business Grant in fall 2009 for \$79,985 which accommodates expanded educational services for rural areas.

FY 2011 State Budget Reduction and Other Reallocations

As mandated by the 5% state budget reduction for FY 2011, University of Houston – Victoria has plans to reduce funding in several vital areas to reach a goal of \$693,148. An additional \$60,945 in State employee benefits will also be reduced. This reduction is in addition to a \$596,001 cut in the FY 2010 budget which was supported mainly by one-time actions and reserve funds. Since UH-V is in the process of downward expansion, reallocations and reserves of \$327,646 are being utilized for this initiative. Reallocations are from UHV's one time reallocation pool.

UH-V has identified the following reductions for FY 2011 to accommodate the required budget reduction of \$693,148:

- Decrease Department Operational Budgets (M&O) (\$102,876) – These reductions in departmental operational support are campus-wide. Operational budgets have already been reduced in past years, and further reduction makes it difficult to provide the required operations and services to accommodate enrollment increases. All departments and schools will be faced with limited funds for daily operations, training, recruiting, supplies for labs and offices, and many other levels of service.
- Reduction of Purchases (\$30,000) – The purchasing department will screen purchases and deny those deemed non-essential. However, the delayed purchases will affect the productivity and how fast the University can move forward with strategic planning efforts in progress.
- Reduction of Travel (\$80,000) – Departmental M&O budgets campus-wide will be reduced in addition to the above reductions in other daily operations. Limited funds will be available for training and conferences resulting in faculty and staff not being able to stay abreast of the latest practices in education. Travel requests will be screened by cabinet level administrators to determine if the travel is necessary.
- Reduce Faculty Development and Research Leaves (\$20,000) – The budget for faculty development and research will be reduced resulting in fewer opportunities for faculty to enhance the quality of their teaching skills and research productivity.
- Decrease Full-time Faculty and Increase Part-time Faculty (\$323,272) – Adjunct positions will be utilized in lieu of full-time faculty, where possible. In doing so, the university must take care not to unduly compromise instruction and other critical programs/priorities.
- Reduction of Staff Positions (\$45,000) – UH-V has identified 2 full-time positions for elimination in FY 2011. Both positions are presently vacant.
- Reduce Summer Teaching (\$92,000) – The summer teaching budget for each of the schools will be reduced approximately 10%, resulting in decreased access to the courses needed for a timely graduation and an increase in the number of students in each course.

Additional:

In the Spring of 2009, the President sanctioned an efficiency study across all sectors of the university. The results were recently presented to the President's Cabinet with specific implementation instructions going to those departments affected. These efficiencies will have a long-term effect on both cost savings and operational effectiveness.

University of Houston-Victoria
Appendix A - Allocation of New FY 2011 Resources

<u>Revenue Changes</u>	<u>A</u>
Appropriations Bill	
1 General Revenue	\$ (37,887)
2 Subtotal Appropriations	<u>\$ (37,887)</u>
Tuition	
3 Statutory and Grad Premium Tuition	\$ 860,008
4 Designated Tuition - General	1,824,512
5 Subtotal Tuition	<u>\$ 2,684,520</u>
Student Fees	
6 Extended Access Fee	\$ 310,616
7 Library Use Fee	38,826
8 Grad Business Fee	(7,474)
9 Student Service Fee	16,287
10 Nursing Fee	11,022
11 Other Student Fees	55,589
12 Subtotal Student Fees	<u>\$ 424,866</u>
13 Reductions/Reallocations	\$ 1,081,739
14 Total New Funds for Allocation	<u><u>\$ 4,153,238</u></u>

<u>Priority/Initiative</u>	<u>B</u> <u>Allocation</u>
Priority 1. Student Access and Success	
1 Faculty	\$ 896,417
2 Competitive and Equitable Salaries for Faculty	355,361
3 Student Recruitment, Retention and Graduation	738,044
4 Academic Programs	199,246
5 Distance Education	173,013
6 International Education	15,000
7 Downward Expansion	279,510
8 Subtotal	<u>\$ 2,656,591</u>
Priority 2. Acad & Research Excell/Natl Competitiveness	
9 Professional Development	\$ 76,224
10 Faculty Research	10,000
11 Subtotal	<u>\$ 86,224</u>
Priority 3. University Infrastructure & Administration	
12 Technology	\$ 27,000
13 Operational Support	383,546
14 Competitive and Equitable Salaries for Staff	245,784
15 Subtotal	<u>\$ 656,330</u>
16 Reserve for State Budget Reduction	\$ 754,093
17 Total New Investments	<u><u>\$ 4,153,238</u></u>

University of Houston-Victoria
Appendix B - Allocation of FY 2011 HEAF

<u>FY11 Allocation</u>		<u>Priority/Initiative</u>	<u>Allocation</u>
HEAF	<u>\$ 2,335,692</u>	Priority 1. Student Access and Success	
		Academic Programs	\$ 41,875
		Support UH System at Sugar Land and Cinco Ranch	469,172
		Downward Expansion	<u>900,000</u>
		Subtotal	<u>\$ 1,411,047</u>
		Priority 3. University Infrastructure & Administration	
		Technology	\$ 490,200
		Operational Support	123,834
		Quality Improvements	279,362
		Facilities	<u>31,249</u>
		Subtotal	<u>\$ 924,645</u>
		Total New Investments	<u>\$ 2,335,692</u>

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

	<u>FY2010</u>	<u>FY2011</u>
Funds from Endowed Scholarships	\$ 221,405	\$ 220,559
State Scholarships		
Texas Grant Program Scholarship	401,280	427,140
Accounting Scholarship	-	5,000
Teacher Quality Grants	410,000	-
Texas Public Education Grant (TPEG)	646,614	695,341
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	270,344	379,605
Graduate Scholarships	263,648	343,105
Institutional Scholarships	80,000	80,000
MBA Scholarships	40,000	40,000
Staff Scholarships	80,000	80,000
Athletic Scholarships	-	150,160
Employee Tuition Exchange Program with Victoria College	15,000	15,000
Texas College Work Study	15,579	15,579
Special Leveraging Education Assistance Program (SLEAP)	3,334	3,334
Federal College Work Study	50,000	92,859
Federal Pell Grants	1,321,706	1,381,706
Leveraging Education Assistance Program	6,491	6,491
Professional Nursing Scholarship	4,251	-
Federal Supplemental Education Opportunity Grants (SEOG)	45,174	61,311
National SMART Scholarship Grant (Federal)	20,000	20,000
Academic Competitive Grant (Federal)	-	-
Total	<u>\$ 3,894,826</u>	<u>\$ 4,017,190</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>	
	FY2009	Budget	Dollars	Percent	FY2010	Budget	Dollars	Percent	FY2011	Budget				
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	19.4	\$	1.1	5.5%	\$	20.5	\$	(0.0)	-0.2%	\$	20.4		
2 HEAF		1.4		(0.2)	-12.0%		1.2		0.9	68.6%		2.1		
3 Tuition & Fees		13.3		1.5	11.1%		14.7		3.1	21.1%		17.8		
4 Other Operating (Auxiliaries)		6.1		(2.2)	-35.6%		3.9		1.6	41.9%		5.5		
5 Contracts & Grants (Restricted)		2.7		(0.1)	-2.4%		2.7		0.4	14.3%		3.0		
6 Endowments/Gifts (Restricted)		0.5		(0.1)	-29.3%		0.3		(0.0)	-1.6%		0.3		
7 Total Sources	\$	43.3	\$	0.0	0.0%	\$	43.3	\$	5.9	13.7%	\$	49.3		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	8.6	\$	1.0	11.5%	\$	9.6	\$	1.4	14.7%	\$	11.0		
9 Salaries and Wages - Staff		10.3		(0.6)	-6.3%		9.6		0.4	4.2%		10.0		
10 Benefits		5.0		(0.0)	-0.4%		5.0		0.4	8.6%		5.4		
11 M&O		8.8		0.1	1.2%		8.9		1.9	21.8%		10.9		
12 Capital Equipment		2.6		(0.3)	-12.4%		2.3		0.0	0.4%		2.3		
13 Scholarships		3.1		0.3	10.4%		3.4		0.6	16.8%		4.0		
14 Debt Service		4.5		(0.4)	-7.9%		4.2		0.4	9.7%		4.6		
15 Utilities		0.4		(0.1)	-15.2%		0.4		-	0.0%		0.4		
16 Reserve for State Budget Reduction		-		-			-		0.8			0.8		
17 Total Uses	\$	43.3	\$	0.0	0.0%	\$	43.3	\$	5.9	13.7%	\$	49.3		
<u>Capital Facilities Budget</u>														
Source of Funds														
18 HEAF	\$	0.9	\$	0.2	25.7%	\$	1.1	\$	(0.9)	-78.7%	\$	0.2		
19 Bonds		14.5		(9.5)	-65.8%		5.0		(0.7)	-15.0%		4.2		
20 Gifts		4.3		(4.3)	-100.0%		-		0.1			0.1		
21 Other		1.9		(1.2)	-61.6%		0.7		(0.7)	-87.6%		0.1		
22 Total Sources	\$	21.6	\$	(14.8)	-68.6%	\$	6.8	\$	(2.2)	-31.8%	\$	4.6		
Use of Funds by Object														
23 Construction	\$	21.6	\$	(14.8)	-68.6%	\$	6.8	\$	(2.8)	-41.2%	\$	4.0		
24 Major Rehabilitation		-		-			-		0.6			0.6		
26 Total Uses	\$	21.6	\$	(14.8)	-68.6%	\$	6.8	\$	(2.2)	-31.8%	\$	4.6		
<u>Total Operating, Restricted and Capital Budget</u>														
27	\$	65.0	\$	(14.8)	-22.8%	\$	50.1	\$	3.8	7.5%	\$	53.9		

University of Houston-Victoria

Table 2 - Operations

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Source of Funds				
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 12,085,864	\$ 15,641	0.1%	\$ 12,101,505
Special Items	1,014,425			1,014,425
Tuition Revenue Bonds	4,162,384	(18,029)	-0.4%	4,144,355
State Benefits Appropriation	3,202,678	(35,499)	-1.1%	3,167,179
Subtotal State General Revenue Appropriations	20,465,351	(37,887)	-0.2%	20,427,464
Tuition and Fees				
Statutory & Graduate Premium	4,509,837	860,008	19.1%	5,369,845
Lab/other Student Fees	6,000			6,000
Subtotal Tuition and Fees	4,515,837	860,008	19.0%	5,375,845
HEAF	2,335,692			2,335,692
Income on State Treasury Deposits	5,019	9,504	189.4%	14,523
Fund Balance	854,287	(1,991)	-0.2%	852,296
Subtotal General Funds	28,176,186	829,634	2.9%	29,005,820
Designated				
Tuition and Fees				
Designated Tuition - General	6,329,922	1,824,512	28.8%	8,154,434
Technology Fee	1,487,916	310,616	20.9%	1,798,532
Major/Department/Class Fees	1,250,618	42,373	3.4%	1,292,991
Subtotal Tuition and Fees	9,068,456	2,177,501	24.0%	11,245,957
Indirect Cost	23,167			23,167
Investment Income on Non-Endowed Funds	156,352	(35,901)	-23.0%	120,451
Contracts / Grants / Gifts	104,700			104,700
Self Supporting Organizations/Others	751,710	113,388	15.1%	865,098
Fund Balance	908,501	1,187,432	130.7%	2,095,933
Subtotal Designated Funds	11,012,886	3,442,420	31.3%	14,455,306
Auxiliary Enterprises				
Student Fees				
Student Service Fee	1,070,164	16,287	1.5%	1,086,451
Other Student Fees	76,711	55,589	72.5%	132,300
Subtotal Student Fees	1,146,875	71,876	6.3%	1,218,751
Sales & Service - Student Housing/Meal Plans		1,839,900		1,839,900
Sales & Service - Athletics/Hotel/UC/Other	9,900	-	0.0%	9,900
Fund Balance		150,000		150,000
Subtotal Auxiliary Funds	1,156,775	2,061,776	178.2%	3,218,551
Total Current Operating Funds	40,345,847	6,333,830	15.7%	46,679,677
Interfund transfer		(772,602)	NA	(772,602)
Total Sources	\$ 40,345,847	\$ 5,561,228	13.8%	\$ 45,907,075
Use of Funds by Object				
Salaries and Wages	\$ 19,034,788	\$ 1,594,085	8.4%	\$ 20,628,873
Benefits	4,933,386	367,924	7.5%	5,301,310
M&O	8,234,302	1,928,817	23.4%	10,163,119
Capital	2,295,692	9,760	0.4%	2,305,452
Scholarships	1,335,295	501,756	37.6%	1,837,051
Debt Service	4,162,384	404,793	9.7%	4,567,177
Utilities	350,000			350,000
Reserve for State Budget Reduction		754,093		754,093
Total Uses	\$ 40,345,847	\$ 5,561,228	13.8%	\$ 45,907,075

University of Houston-Victoria

Table 3 - Restricted

Source of Funds	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research/Contracts and Grants	\$ 793,235	\$ 314,496	39.6%	\$ 1,107,731
Financial Aid	1,867,815	65,605	3.5%	1,933,420
Endowment Income	221,405	(846)	-0.4%	220,559
Other Restricted	105,097	(4,535)	-4.3%	100,562
Total Current Operating Funds	2,987,552	374,720	12.5%	3,362,272
Total Sources	\$ 2,987,552	\$ 374,720	12.5%	\$ 3,362,272
Use of Funds by Object				
Salaries and Wages	\$ 168,594	\$ 219,434	130.2%	\$ 388,028
Benefits	47,206	61,442	130.2%	108,648
M&O	682,532	18,977	2.8%	701,509
Scholarships	2,089,220	74,867	3.6%	2,164,087
Total Uses	\$ 2,987,552	\$ 374,720	12.5%	\$ 3,362,272

University of Houston-Victoria

Table 4 - Capital Projects

	Project to Date (1)	FY2011 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
Student Housing - Jaguar Hall	\$ 9,000,000	\$ 4,000,000	\$ -	\$ 13,000,000	\$ 750,000	\$ 12,000,000	\$ -	\$ 250,000
Subtotal New Construction	\$ 9,000,000	\$ 4,000,000	\$ -	\$ 13,000,000	\$ 750,000	\$ 12,000,000	\$ -	\$ 250,000
Major Repair and Rehabilitation								
New Nursing Lab in Victoria	\$ 30,000	\$ 638,231	\$ -	\$ 668,231	\$ -	\$ 450,000	\$ 218,231	\$ -
Subtotal Major Repairs & Rehabilitation	\$ 30,000	\$ 638,231	\$ -	\$ 668,231	\$ -	\$ 450,000	\$ 218,231	\$ -
Total	\$ 9,030,000	\$ 4,638,231	\$ -	\$ 13,668,231	\$ 750,000	\$ 12,450,000	\$ 218,231	\$ 250,000

(1) Project expenditures to date estimated through August 31, 2010

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

Employee Classification	FY2010 Budget	-----Change-----		FY2011 Budget
		FTE	Percent	
Faculty	105	14	13.3%	119
Part-time Faculty	43	1	2.3%	44
Professional Staff	154	13	8.4%	167
Classified Staff	104	2	1.9%	106
Temporary Staff	22	3	13.6%	25
Total	428	33	7.7%	461

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

	FY2007 Actuals	FY2008 Actuals	FY2009 Actuals	FY2010 Budget	FY2011 Budget	FY11 vs FY10 Change
Semester Credit Hours						
Upper Division	30,444	33,305	39,125	38,544	47,749	9,205
Masters	20,025	21,499	23,206	24,912	28,954	4,042
Total	<u>50,469</u>	<u>54,804</u>	<u>62,331</u>	<u>63,456</u>	<u>76,703</u>	<u>13,247</u>
Semester Credit Hours-On/Off Campus						
On Campus	8,104	6,511	5,559	5,711	11,311	5,600
Off Campus	42,365	48,293	56,772	57,745	65,392	7,647
Total	<u>50,469</u>	<u>54,804</u>	<u>62,331</u>	<u>63,456</u>	<u>76,703</u>	<u>13,247</u>
Fall Headcount	2,652	2,784	3,174	3,340	3,982	642
Fall FTE	1,837	1,943	2,224	2,331	2,987	656

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

Sources	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 1,146,875	\$ 71,876	6.3%	\$ 1,218,751
Budgeted Fund Balance		150,000		150,000
Total Sources	\$ 1,146,875	\$ 221,876	19.3%	\$ 1,368,751
Allocations				
Financial Aid	\$ 408,910	\$ 14,444	3.5%	\$ 423,354
Student Relations	53,104			53,104
Student Senate	4,000			4,000
International Programs/Special Projects	3,000	(3,000)	-100.0%	-
Registrar	127,757	240	0.2%	127,997
Publications	9,000			9,000
Student Organization	3,250			3,250
SS Fees Contingency	38,052	206,547	542.8%	244,599
Special Events	13,842			13,842
Student Service Support	35,025			35,025
Credit Card Support	91,711	52,589	57.3%	144,300
Parking		1,000		1,000.00
Telecommunications Service	14,428	(222)	-1.5%	14,206
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	71,120	34,560	48.6%	105,680
ADA Compliance	1,000			1,000
International Student Relations	6,000			6,000
Community and Alumni Relations	21,750			21,750
Student Software Training Modules				
Athletics	164,035	(84,282)	-51.4%	79,753
Total Allocations	\$ 1,146,875	\$ 221,876	19.3%	\$ 1,368,751

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

Use of Funds by Organization	FY2010	-----Change-----		FY2011
	Budget	Dollars	Percent	Budget
President				
President's Office	\$ 1,589,965	\$ 100,198	6.3%	\$ 1,690,163
Human Resources	445,191	29,484	6.6%	474,675
Subtotal President	2,035,156	129,682	6.4%	2,164,838
University Advancement	253,980	97,809	38.5%	351,789
Academic Affairs				
Office of the Provost	1,318,748	20,224	1.5%	1,338,972
Arts and Sciences	3,571,171	158,145	4.4%	3,729,316
Business Administration	4,942,793	364,596	7.4%	5,307,389
Small Business Development Center	220,050			220,050
Education	2,892,207	50,105	1.7%	2,942,312
Nursing	1,527,841	(10,107)	-0.7%	1,517,734
Student & Academic Services	2,260,594	353,341	15.6%	2,613,935
Library	1,040,177	50,935	4.9%	1,091,112
Subtotal Academic Affairs	17,773,581	987,239	5.6%	18,760,820
Scholarships	1,335,295	501,756	37.6%	1,837,051
Administration and Finance				
Office of the VP Administration and Finance	1,134,184	193,741	17.1%	1,327,925
Budget	132,674	1,810	1.4%	134,484
Business Services	955,385	20,831	2.2%	976,216
Finance	376,603	12,891	3.4%	389,494
Information Technology	1,727,140	29,440	1.7%	1,756,580
Plant Operations	1,310,842	1,623	0.1%	1,312,465
Marketing	613,301	(10,615)	-1.7%	602,686
Subtotal Administration and Finance	6,250,129	249,721	4.0%	6,499,850
Other				
Staff Benefits	4,933,386	367,924	7.5%	5,301,310
Contingency	548,919	27,643	5.0%	576,562
Debt Service	4,162,384	404,793	9.7%	4,567,177
System Service Charge	2,703,017	200,668	7.4%	2,903,685
Utilities	350,000			350,000
Student Housing Services/Meal Plan		1,839,900		1,839,900
Reserve for State Reduction		754,093		754,093
Subtotal Other	12,697,706	3,595,021	28.3%	16,292,727
Total Uses	\$ 40,345,847	\$ 5,561,228	13.8%	\$ 45,907,075

University of Houston-Victoria

Note to Table 3: Restricted Expenditures By Organization

	FY2010 Budget	-----Change-----		FY2011 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 69,290	\$ (2,779)	-4.0%	\$ 66,511
Academic Affairs				
Office of the Provost	68,618	150	0.2%	68,768
School of Arts and Sciences		93		93
School of Business	150,000	(150,000)	-100.0%	
School of Education	410,697	(409,947)	-99.8%	750
School of Nursing		782,481		782,481
Small Business Development Center	199,411	79,985	40.1%	279,396
Library	316	(22)	-7.0%	294
Financial Aid	221,405	(846)	-0.4%	220,559
Subtotal Academic Affairs	1,050,447	301,894	28.7%	1,352,341
Scholarships	1,867,815	75,605	4.0%	1,943,420
Total Uses	<u>\$ 2,987,552</u>	<u>\$ 374,720</u>	<u>12.5%</u>	<u>\$ 3,362,272</u>

Workload and Compensation – University of Houston-Victoria

1. Workload

General expectations with regard to teaching, research, and service are noted in Chapter 3: Section C: Employment Policies and should provide guidance to the distribution of a faculty member's attention. Each academic school may have more specific expectations. Additional information about teaching, research, and service loads are included later in this section.

a) 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 semester hours of teaching each semester. However, in practice, 12 semester hours of teaching represent the normal teaching load at UHV and may be modified only with the Dean's approval (see letter 'c' below).

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

The school must maintain its credit generation at the existing or expected level or above, based on expected teaching loads for each full-time faculty member. Course scheduling must be maintained in a way that allows students to progress expeditiously toward their degrees.

b) Semester Credit Load (SCL) and Minimal Course Enrollments

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

Ordinarily classes will be cancelled if they do not meet the State funding formula of ten undergraduate students or five graduate students. However, at UHV the class size expectation is for a minimum of 15 undergraduate and 7 graduate students. The Provost decides exceptions, based on a recommendation by the Dean.

c) Modifications to Semester Credit Load

The Dean may make modifications to the semester credit load, at his/her discretion, which may include research, administrative tasks or serving as Faculty Senate President. Faculty positions (full-time or part-time) cannot be added to support modifications in teaching load.

If the semester teaching load has been modified 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 and any applicable policy concerning external grants.

There must be a written expectation of and accountability of what faculty members are expected to accomplish or produce if granted a modification in teaching load, whether on a temporary or indefinite basis. This expectation may be covered in a school policy statement or in a memorandum from the Dean to the individual faculty member. Justifications for course releases must be filed with the Provost's Office no later than the 20th class day each semester.

The modification in teaching load may be continued only for so long as expectations are being fulfilled or until the task or project has been completed.

