

**Fiscal Year 2014
Plan and Budget**

**Presented to the
Board of Regents
University of Houston System
August 14, 2013**

Chancellor Renu Khator

**University of Houston System
FY2014 Plan and Budget**

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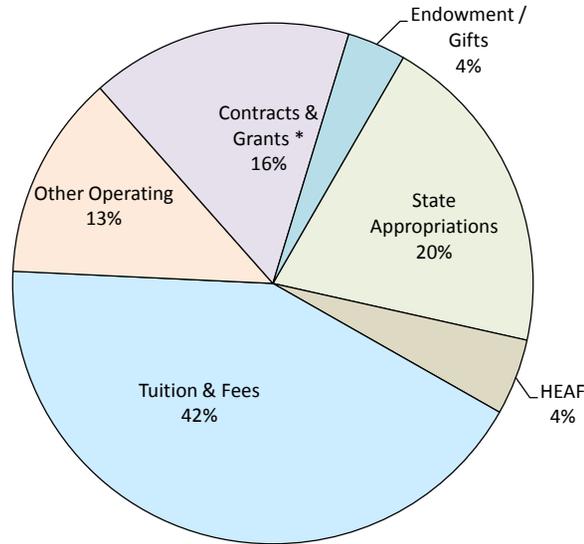
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University of Houston System Budget

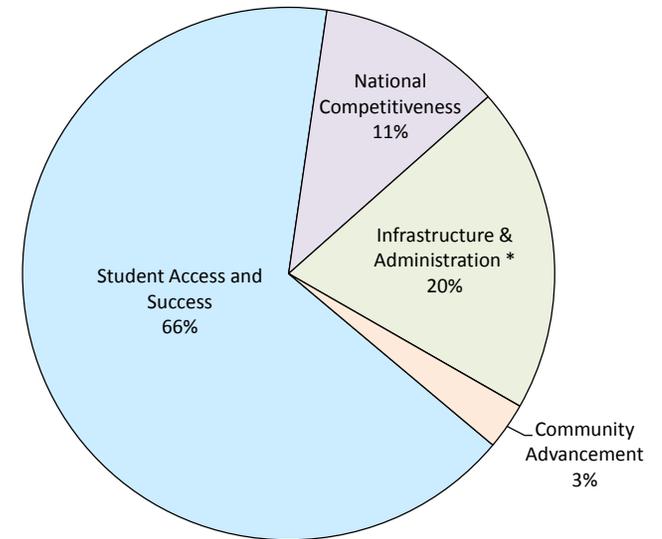
FY2013

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$1,247.5 Million

Operating Budget Use of Funds

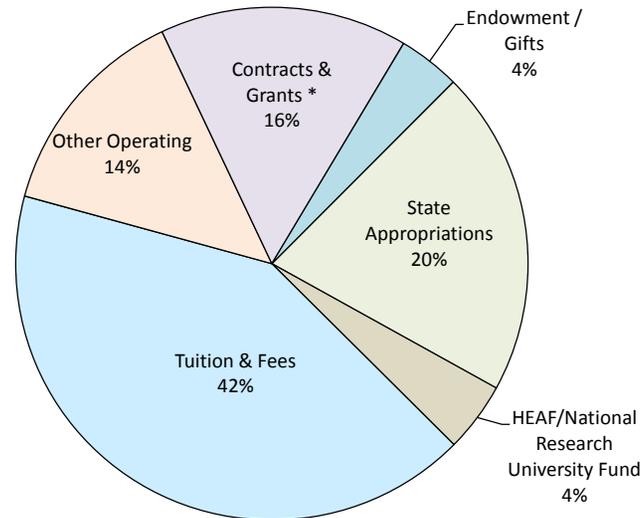


Total \$1,247.5 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 1,247.5
Capital Facilities	247.2
Total	\$ 1,494.7

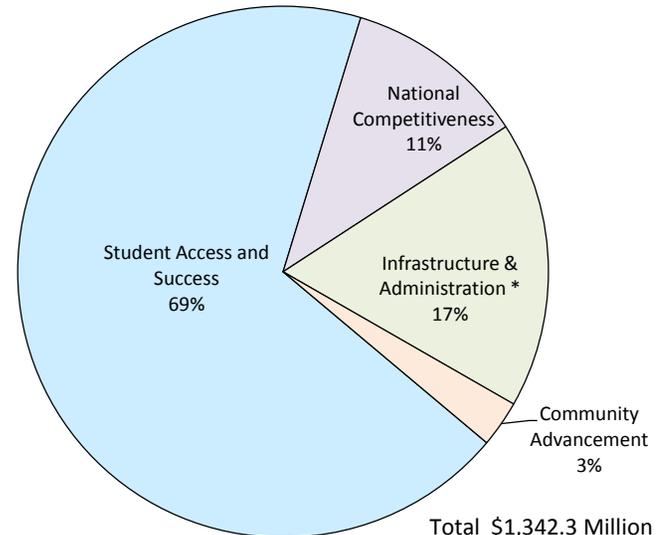
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$1,342.3 Million

Operating Budget Use of Funds



Total \$1,342.3 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 1,342.3
Capital Facilities	223.5
Total	\$ 1,565.8

University of Houston System Capital Construction Budget
FY2014 Project Expenditures by Campus

UH Capital Projects FY2014	
Description	FY2014
New Football Stadium	97,855,970
University Center	38,833,840
Capital Renewal Deferred Maintenance	14,330,000
Cougar Place	11,187,627
Energy Research Park - Bldg. Improvements	7,764,116
HBSC - 5th Floor Build-out	7,028,183
Cougar Village 2	5,710,769
Garage 1A	3,997,994
Cougar Sub Station	2,300,000
Science Complex Lab Renovations	2,196,462
Energy Research Park - Site Improvements	1,532,177
Central Utility Plant Expansion	247,080
Science Engineering Research Center	50,000
Total	193,034,218

UH-Downtown Capital Projects FY2014	
Description	FY2014
Girard Parking Garage & Welcome Center Project	15,982,365
Capital Renewal Deferred Maintenance	463,168
Other Renovations	350,000
OMB South Tower Roof Refurbishing	250,000
Academic Building Roof Refurbish	150,000
AHU/DDC Controls	150,000
Total	17,345,533

UH-Victoria Capital Projects FY2014	
Description	FY2014
Academic/Economic Development Building	9,100,000
Purchase 2 lots for future student housing	750,000
Total	9,850,000

UH-Clear Lake Capital Projects FY2014	
Description	FY2014
Capital Renewal Deferred Maintenance	1,533,278
Renovations for Downward Expansion	839,555
Parking Lot/Roadway Maintenance	452,119
Modular Building	300,058
Recreation Fields	125,000
Total	3,250,010

System Capital Projects Allocation	
Campus	% of Total
University of Houston	86%
UH-Clear Lake	2%
UH-Downtown	8%
UH-Victoria	4%
Total	100%

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University of Houston System Operating Budget
Revenues FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 State Appropriations	\$ 281.0	\$ 274.4	\$ 253.2	\$ 251.4	\$ 275.8
2 HEAF/National Research University Fund	53.3	50.8	58.8	59.1	58.9
3 Tuition & Fees	437.1	487.1	516.8	530.4	561.3
4 Other Operating	110.1	128.5	150.7	157.6	182.6
5 Contracts & Grants *	224.0	246.3	192.2	202.8	209.8
6 Endowment / Gifts	65.3	60.1	58.9	46.2	53.9
7 Total	<u>\$ 1,170.8</u>	<u>\$ 1,247.2</u>	<u>\$ 1,230.6</u>	<u>\$ 1,247.5</u>	<u>\$ 1,342.3</u>

* Includes Federal financial aid

University of Houston System Operating Budget
Expenditures FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 Student Access and Success	\$ 759.1	\$ 792.4	\$ 766.4	\$ 825.8	\$ 921.0
2 National Competitiveness	120.6	122.7	119.5	139.3	149.1
3 Infrastructure & Administration *	174.4	180.0	190.3	247.1	234.3
4 Community Advancement	43.8	42.5	46.3	35.3	37.9
5 Total	<u>\$ 1,097.9</u>	<u>\$ 1,137.6</u>	<u>\$ 1,122.5</u>	<u>\$ 1,247.5</u>	<u>\$ 1,342.3</u>

* Includes Federal financial aid

1.4

**University of Houston System
FY2014 Operating Budget Expenditures by Function**

Expenditures by Function	A	B	C	D	E	F	G	H	I	J	K	L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2014 Total	FY 2013 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 716,475	\$ 400	\$ 499,128	\$ -	\$ 10,000	\$ 1,316,454	\$ 2,544,457	\$ 3,109,002
2 Tenure Track Faculty	153,167,243	4,663,431	4,255,339	162,086,013	101,914	-	-	-	-	32,807	162,220,734	155,119,946
3 Non-Tenure Track Faculty	30,003,894	10,469,735	3,455,006	43,928,635	803,897	-	-	-	-	-	44,732,532	39,821,371
4 Adjunct Faculty	13,093,174	763,562	2,754,702	16,611,438	52,094	-	-	-	38,606	-	16,702,138	15,390,007
5 Graduate Assistant	5,831,965	3,147,229	11,342,977	20,322,171	34,190	913,230	270,685	15,279	52,550	372,863	21,980,968	20,337,825
6 Exempt Staff	18,227,685	25,917,804	69,400,402	113,545,891	11,646,890	19,316,463	52,114,198	5,126,881	108,741	24,389,262	226,248,326	203,067,637
7 Non-Exempt Staff	5,267,298	2,874,327	12,737,826	20,879,451	2,748,675	4,154,116	10,744,885	13,283,763	-	5,922,996	57,733,886	55,599,644
8 Student Employees	928,197	356,401	4,378,729	5,663,327	151,179	1,103,818	242,194	126,254	469,655	3,791,205	11,547,632	10,752,177
9 Summer Instruction Salaries	8,045,774	6,759	805,726	8,858,259	480,000	-	-	-	-	-	9,338,259	9,354,614
10 Benefits	44,843,215	8,630,221	24,260,165	77,733,601	5,184,683	7,971,921	21,190,637	7,578,581	26,771	7,586,636	127,272,830	118,579,209
11 Subtotal	279,408,445	56,829,469	133,390,872	469,628,786	21,203,522	33,459,548	84,562,599	26,130,758	696,323	42,095,769	677,777,305	628,022,430
12 Capital	1,343,223	11,989,574	13,285,282	26,618,079	320,100	690,241	2,388,287	808,892	-	4,123,131	34,948,730	43,057,404
13 M&O	11,485,665	68,099,204	46,411,282	125,996,151	14,223,281	9,885,506	45,933,660	17,958,801	3,216,115	47,186,649	264,400,163	245,956,692
14 Travel & Business Expense	3,368,912	5,742,450	7,136,410	16,247,772	995,162	1,227,038	1,550,560	40,810	110,003	4,437,139	24,608,484	19,413,010
15 Debt Service	-	4,930,694	-	4,930,694	1,053,025	-	28,916,378	-	-	45,711,007	80,611,104	69,517,914
16 Utilities	-	-	450,000	450,000	50,000	-	40,000	21,887,130	-	8,701,837	31,128,967	30,903,434
17 Scholarship & Fellowship	659,674	1,778,520	3,634,734	6,072,928	9,500	295,984	772,360	-	217,343,801	1,805,800	226,300,373	207,566,008
18 Subtotal	16,857,474	92,540,442	70,917,708	180,315,624	16,651,068	12,098,769	79,601,245	40,695,633	220,669,919	111,965,563	661,997,821	616,414,462
19 Total Expenditure Budget	\$ 296,265,919	\$ 149,369,911	\$ 204,310,580	\$ 649,946,410	\$ 38,571,065	\$ 45,558,717	\$ 164,662,972	\$ 66,826,391	\$ 221,376,242	\$ 155,377,786	\$ 1,342,319,583	\$ 1,247,545,894

Expenditures by Campus	A	B	C	D	E	F	G	H	I	J	K	L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2014 Total	FY2013 Total
20 System Admin	\$ -	\$ 1,071,761	\$ 1,316,699	\$ 2,388,460	\$ 31,350	\$ 265,700	\$ 31,202,269	\$ 285,581	\$ 13,220	\$ -	\$ 34,186,580	\$ 33,875,474
21 University of Houston	197,231,548	141,064,766	153,149,920	491,446,234	34,193,717	29,006,765	91,835,007	49,627,370	148,151,402	137,569,746	981,830,241	907,263,076
22 UH-Clear Lake	37,227,710	3,789,223	16,514,892	57,531,825	11,500	5,503,157	15,147,726	7,471,045	17,318,779	5,926,397	108,910,429	101,971,129
23 UH-Downtown	39,965,043	3,287,390	27,026,570	70,279,003	3,011,368	5,059,522	18,956,114	6,733,520	45,849,100	8,423,330	158,311,957	150,812,076
24 UH-Victoria	21,841,618	156,771	6,302,499	28,300,888	1,323,130	5,723,573	7,521,856	2,708,875	10,043,741	3,458,313	59,080,376	53,624,139
25 Total	\$ 296,265,919	\$ 149,369,911	\$ 204,310,580	\$ 649,946,410	\$ 38,571,065	\$ 45,558,717	\$ 164,662,972	\$ 66,826,391	\$ 221,376,242	\$ 155,377,786	\$ 1,342,319,583	\$ 1,247,545,894

Fund Groups Used in the Budget Presentation

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

Table 1. Summary of Sources & Uses of Funds

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

Table 2. Operations

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

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

Table 3. Restricted

Restricted funds include contracts and grants for research and financial aid, gift income, and certain endowment income that can be used only for restricted purposes that have been specified by outside entities or persons.

Table 4. Capital Projects

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

University of Houston System Combined
Appendix A - Allocation of New FY 2014 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ 19,623,133
2	Tuition Revenue Bonds	(1,214,185)
3	State Matching Benefits	4,653,813
4	NASA Special Item	125,000
5	Estimated Rider Reductions	72,337
6	National Research University Fund (NRUF)	(232,459)
7	Subtotal General Revenue	<u>23,027,639</u>
Tuition and Fees		
8	Statutory/Premium Tuition	1,345,322
9	Consolidated Tuition and Fees	17,779,659
10	College Voluntary Fees	2,354,726
11	University Center Fees	1,028,799
12	Designated Tuition	6,628,795
13	Parking Fees	929,019
14	Residential Life and Housing	12,962,865
15	Recreation and Wellness Center	127,240
16	Academic Fees	726,630
17	Student Services Fee	380,447
18	Other	1,414,760
19	Subtotal Tuition and Fees	<u>45,678,262</u>
Other		
20	Intellectual Property	5,900,000
21	Aux Admin/Endowment & Investment Interest	920,781
22	Subtotal Other	<u>6,820,781</u>
23	Total Net Revenue	<u><u>\$ 75,526,682</u></u>

<u>Reallocations/Reductions</u>		B
1	Departmental Cuts	\$ (985,000)
2	Reallocations & Fund Balance	(6,009,963)
3	Subtotal - Reallocations/Reductions	<u><u>\$ (6,994,963)</u></u>

<u>Priority/Initiative Allocations</u>		C
4	Priority 1. Student Access and Success	\$ 34,028,599
5	Priority 2. National Competitiveness	23,676,578
6	Priority 3. University Infrastructure & Administration	21,026,382
7	Priority 4. Community Advancement	660,345
8	Reallocations	3,129,741
9	Total Priority/Initiative Allocations	<u><u>\$ 82,521,645</u></u>
10	Total Net Reductions and New Allocations	<u><u>\$ 75,526,682</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	
	FY2012		Dollars	Percent	FY2013		Dollars	Percent	FY2014		Dollars	Percent	Budget	
	Budget			Budget		Budget		Budget		Budget		Budget		
Operating & Restricted Budget														
Source of Funds														
1 State Appropriations	\$ 251.6	\$	(0.2)	-0.1%	\$ 251.5	\$	24.4	9.7%	\$ 275.8					
2 HEAF/NRUF	19.8		7.2	36.5%	27.0		1.1	4.0%	28.0					
3 Tuition & Fees	501.2		29.2	5.8%	530.4		30.9	5.8%	561.3					
4 Other Operating (Auxiliaries)	144.6		16.2	11.2%	160.9		23.1	14.4%	184.0					
5 Contracts & Grants (Restricted)	223.8		7.8	3.5%	231.6		7.2	3.1%	238.8					
6 Endowments/Gifts (Restricted)	48.9		(2.7)	-5.4%	46.2		8.1	17.6%	54.4					
7 Total Sources	\$ 1,190.0	\$	57.6	4.8%	\$ 1,247.5	\$	94.8	7.6%	\$ 1,342.3					
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$ 216.6	\$	5.1	2.4%	\$ 221.7	\$	12.1	5.4%	\$ 233.8					
9 Salaries and Wages - Staff	302.1		2.9	1.0%	305.0		11.7	3.8%	316.7					
10 Benefits	114.1		9.1	8.0%	123.2		4.0	3.3%	127.3					
11 M&O	238.0		7.6	3.2%	245.7		45.9	18.7%	291.6					
12 Capital	44.7		(1.5)	-3.3%	43.2		(8.3)	-19.2%	34.9					
13 Scholarships	196.4		10.6	5.4%	207.0		19.3	9.3%	226.3					
14 Debt Service	55.0		15.3	27.8%	70.3		10.3	14.7%	80.6					
15 Utilities	23.0		8.4	36.7%	31.4		(0.3)	-0.8%	31.1					
17 Total Uses	\$ 1,190.0	\$	57.6	4.8%	\$ 1,247.5	\$	94.8	7.6%	\$ 1,342.3					

Capital Facilities Budget

Source of Funds														
18 HEAF	\$ 31.2	\$	1.0	3.2%	\$ 32.2	\$	(1.3)	-4.1%	\$ 30.8					
19 Bonds	123.2		31.2	25.3%	154.3		(6.0)	-3.9%	148.3					
20 Gifts	7.6		21.0	276.8%	28.5		(6.2)	-21.6%	22.4					
21 Other	5.8		26.3	452.3%	32.2		(10.2)	-31.8%	21.9					
22 Total Sources	\$ 167.7	\$	79.5	47.4%	\$ 247.2	\$	(23.7)	-9.6%	\$ 223.5					
Use of Funds by Object														
23 Construction	\$ 117.2	\$	90.2	76.9%	\$ 207.4	\$	(32.5)	-15.7%	\$ 174.9					
24 Major Rehabilitation	50.4		(10.6)	-21.0%	39.8		8.8	22.0%	48.6					
25 Acquisitions	0.1		(0.1)	na	-		-	#DIV/0!	-					
26 Total Uses	\$ 167.7	\$	79.5	47.4%	\$ 247.2	\$	(23.7)	-9.6%	\$ 223.5					

Total Operating, Restricted and Capital Budget

27	\$ 1,357.7	\$	137.1	10.1%	\$ 1,494.7	\$	71.1	4.8%	\$ 1,565.8				
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**University of Houston System Combined
Table 2 - Operations**

Source of Funds	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 174,294,374	\$ 17,028,141	9.8%	\$ 191,322,515
Special Items	12,834,754	2,719,992	21.2%	15,554,746
National Research University Fund	8,200,000	(232,459)	-2.8%	7,967,541
Less: Rider Reduction Estimates	(2,992,101)	39,237	-1.3%	(2,952,864)
Tuition Revenue Bonds	23,681,357	(1,214,185)	-5.1%	22,467,172
State Benefits Appropriation	43,583,835	5,773,454	13.2%	49,357,289
Dedicated Appropriations	60,587	19,008	31.4%	79,595
Subtotal State General Revenue Appropriations	259,662,806	24,133,188	9.3%	283,795,994
Tuition and Fees				
Consolidated Tuition & Fees	63,890,278	419,956	0.7%	64,310,234
Statutory Tuition	39,184,601	1,170,160	3.0%	40,354,761
Lab/other Student Fees	458,909	6,223	1.4%	465,132
Subtotal Tuition and Fees	103,533,788	1,596,339	1.5%	105,130,127
HEAF	50,929,094			50,929,094
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	3,912,300	310,700	7.9%	4,223,000
Income on State Treasury Deposits	188,789	(17,347)	-9.2%	171,442
Fund Balance	2,145,501	(174,371)	-8.1%	1,971,130
Subtotal General Funds	421,611,187	25,848,509	6.1%	447,459,696
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	265,894,722	17,359,703	6.5%	283,254,425
Designated Tuition - General	66,194,388	6,041,085	9.1%	72,235,473
Designated Tuition - Differential	2,335,535	83,965	3.6%	2,419,500
Voluntary Fees	18,079,482	2,354,726	13.0%	20,434,208
Library Fee	3,003,675	214,063	7.1%	3,217,738
Technology Fee	8,960,538	502,984	5.6%	9,463,522
Major/Department/Class Fees	11,871,742	1,307,273	11.0%	13,179,015
Subtotal Tuition and Fees	376,340,082	27,863,799	7.4%	404,203,881
Indirect Cost	15,320,573	(94,137)	-0.6%	15,226,436
Investment Income on Non-Endowed Funds	3,560,754	(1,478,602)	-41.5%	2,082,152
Endowment Income	5,471,490	2,162,266	39.5%	7,633,756
Contracts / Grants / Gifts	3,560,724	(162,992)	-4.6%	3,397,732
Intellectual Property Management	10,100,000	5,900,000	58.4%	16,000,000
Self Supporting Organizations/Others	26,802,974	3,175,066	11.8%	29,978,040
Fund Balance	7,935,653	(5,182,803)	-65.3%	2,752,850
Subtotal Designated Funds	449,092,250	32,182,597	7.2%	481,274,847
Auxiliary Enterprises				
Student Fees				
Student Service Fee	29,939,563	228,445	0.8%	30,168,008
Recreation and Wellness Center	8,127,041	170,893	2.1%	8,297,934
University Center Fee	11,627,265	1,028,799	8.8%	12,656,064
Other Student Fees	866,349	(13,516)	-1.6%	852,833
Subtotal Student Fees	50,560,218	1,414,621	2.8%	51,974,839
Sales & Service - Student Housing	27,047,874	14,000,865	51.8%	41,048,739
Sales & Service - Parking	14,750,898	929,019	6.3%	15,679,917
Sales & Service - Athletics/Hotel/UC/Other	43,530,598	5,091,866	11.7%	48,622,464
Fund Balance	157,333	247,399	157.2%	404,732
Subtotal Auxiliary Funds	136,046,921	21,683,770	15.9%	157,730,691
Total Current Operating Funds	1,006,750,358	79,714,876	7.9%	1,086,465,234
Interfund Transfer	(32,659,926)	37,657	-0.1%	(32,622,269)
Total Sources	\$ 974,090,432	\$ 79,752,533	8.2%	\$ 1,053,842,965
Use of Funds by Object				
Salaries and Wages	\$ 485,344,052	\$ 18,669,836	3.8%	\$ 504,013,888
Benefits	115,961,127	4,433,215	3.8%	120,394,342
M&O	165,202,904	53,817,572	32.6%	219,020,476
Capital	35,484,616	(8,012,447)	-22.6%	27,472,169
Scholarships	70,876,806	934,712	1.3%	71,811,518
Debt Service	69,827,493	10,174,112	14.6%	80,001,605
Utilities	31,393,434	(264,467)	-0.8%	31,128,967
Total Uses	\$ 974,090,432	\$ 79,752,533	8.2%	\$ 1,053,842,965

University of Houston System Combined
Table 3 - Restricted

	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 100,055,830	\$ (2,785,940)	-2.8%	\$ 97,269,890
Financial Aid	125,979,911	10,156,651	8.1%	136,136,562
Houston Public Media	2,145,342			2,145,342
Gifts	33,537,050	2,859,477	8.5%	36,396,527
Endowment Income	8,213,558	3,826,613	46.6%	12,040,171
Other Restricted	3,322,112	956,784	28.8%	4,278,896
Total Current Operating Funds	273,253,803	15,013,585	5.5%	288,267,388
Interfund Transfer	201,659	7,571	3.8%	209,230
Total Sources	\$ 273,455,462	\$ 15,021,156	5.5%	\$ 288,476,618
Use of Funds by Object				
Salaries and Wages	\$ 41,352,854	\$ 5,137,733	12.4%	\$ 46,490,587
Benefits	7,285,665	(407,177)	-5.6%	6,878,488
M&O	80,481,454	(7,935,607)	-9.9%	72,545,847
Capital	7,760,488	(283,927)	-3.7%	7,476,561
Scholarships	136,141,001	18,334,634	13.5%	154,475,635
Debt Service	434,000	175,500	40.4%	609,500
Total Uses	\$ 273,455,462	\$ 15,021,156	5.5%	\$ 288,476,618

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

Employee Classification	FY2013 Budget	-----Change-----		FY2014 Budget
		FTE	Percent	
Faculty	1,755	46	3%	1,801
Part-time Faculty	1,323	12	1%	1,335
Professional Staff	3,000	114	4%	3,114
Classified Staff	1,927	7	0%	1,934
Temporary Staff	1,000	40	4%	1,040
Total	9,005	219	2%	9,224

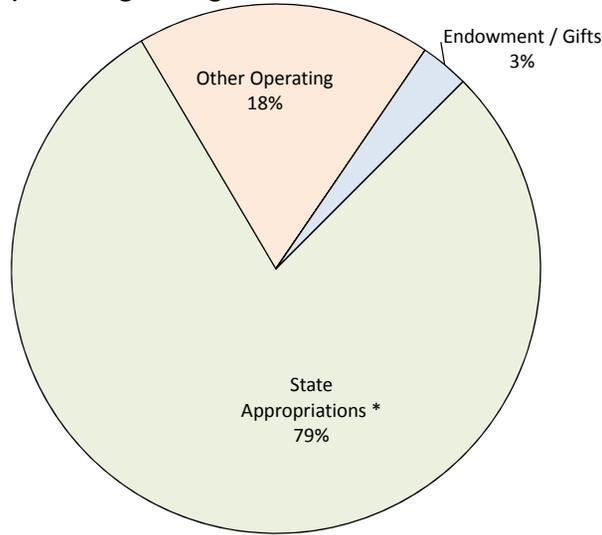
University of Houston System Combined
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2010 Actuals	FY2011 Actuals	FY2012 Actuals	FY2013 Budget	FY2014 Budget	FY14 vs FY13 \$ Change
Semester Credit Hours						
Lower Division	556,534	591,239	598,562	604,295	615,345	11,050
Upper Division	601,434	625,032	649,581	648,567	670,684	22,117
Masters	179,336	182,215	180,218	187,309	179,062	(8,247)
Doctoral	22,181	25,893	27,504	27,298	28,457	1,159
Special Professional	59,211	58,348	56,235	56,812	54,915	(1,897)
Total	<u>1,418,696</u>	<u>1,482,727</u>	<u>1,512,100</u>	<u>1,524,281</u>	<u>1,548,463</u>	<u>24,182</u>
Semester Credit Hours-On/Off Campus						
On Campus	1,118,721	1,145,564	1,130,880	1,155,387	1,160,122	4,735
Off Campus	299,975	337,163	381,220	368,894	388,341	19,447
Total	<u>1,418,696</u>	<u>1,482,727</u>	<u>1,512,100</u>	<u>1,524,281</u>	<u>1,548,463</u>	<u>24,182</u>
Fall Headcount	61,040	63,846	65,253	65,568	67,542	1,974
Fall FTE	45,374	47,543	48,958	49,052	50,278	1,226

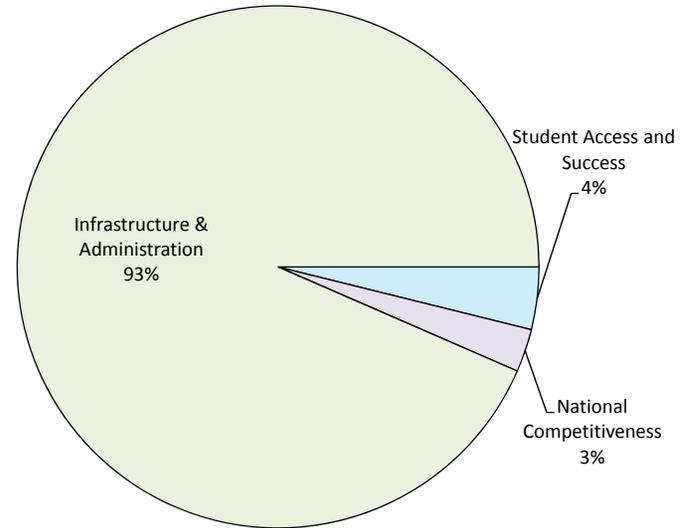
University of Houston System Administration Budget

FY2013

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

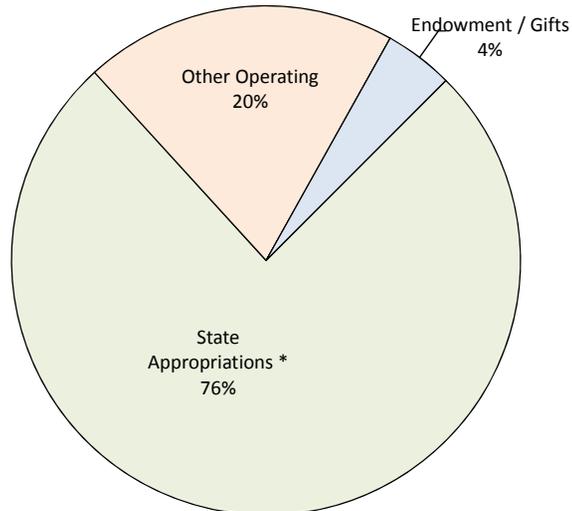
	\$ Millions
Operating Budget	\$ 33.8
Capital Facilities	-
Total	\$ 33.8

* Includes the move of debt service to UHSA Total \$33.8 Million

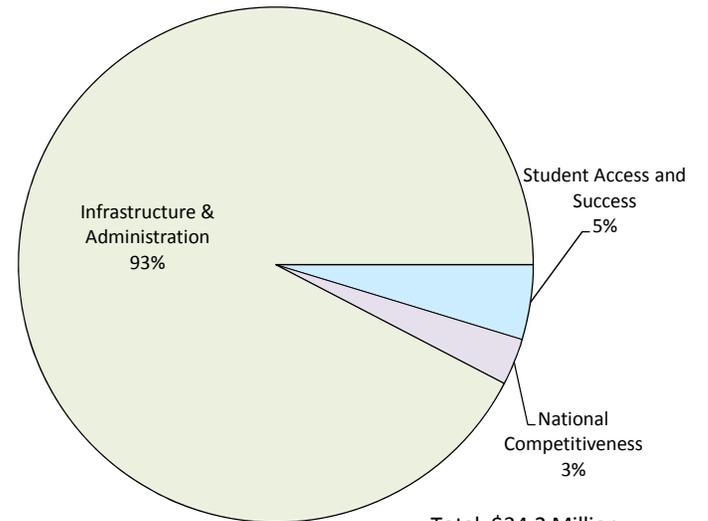
Total \$33.8 Million

FY2014

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 34.2
Capital Facilities	-
Total	\$ 34.2

* Includes the move of debt service to UHSA Total \$34.2 Million

Total \$34.2 Million

University of Houston System Administration Operating Budget
Revenues FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 State Appropriations *	\$ 4.3	\$ 4.0	\$ 27.5	\$ 26.7	\$ 25.9
2 Other Operating	1.4	1.7	9.5	6.1	6.8
3 Contracts & Grants	-	-	-	-	-
4 Endowment / Gifts	5.4	5.1	3.5	1.0	1.5
5 Total	\$ 11.1	\$ 10.8	\$ 40.5	\$ 33.8	\$ 34.2

* Includes the move of debt service to UHSA beginning FY2012

**University of Houston System Administration Operating Budget
Expenditures FY2010 - FY2014
\$ in Millions**

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 Student Access and Success	\$ 5.6	\$ 5.0	\$ 5.4	\$ 1.3	\$ 1.6
2 National Competitiveness	1.1	1.1	0.9	0.9	1.0
3 Infrastructure & Administration *	8.5	8.3	32.9	31.5	31.5
4 Community Advancement	0.1	0.1	0.1	0.1	0.1
5 Total	<u>\$ 15.3</u>	<u>\$ 14.5</u>	<u>\$ 39.3</u>	<u>\$ 33.8</u>	<u>\$ 34.2</u>

* Includes the move of debt service to UHSA beginning FY2012

**University of Houston System Administration
FY 2014 Operating Budget Expenditures by Function**

Budget Node Description	A	B	C	D	E	F	G	H	I	J	K		L	
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2014	Total	FY2013	Total
1 Exempt Staff		\$ 310,000	\$ 805,643	\$ 1,115,643		\$ 220,000	\$ 6,159,935				\$ 7,495,578		\$ 6,657,003	
2 Non-Exempt Staff			72,966	72,966			76,470	98,297			247,733		263,529	
3 Student Employees				-			8,000				8,000		13,000	
4 Benefits		40,200	212,191	252,391		36,100	1,324,832	44,700			1,658,023		1,315,504	
5 Subtotal	-	350,200	1,090,800	1,441,000	-	256,100	7,569,237	142,997	-	-	9,409,334		8,249,036	
6 Capital				-			15,000				15,000		15,000	
7 M&O		721,561	180,899	902,460	31,350	9,600	998,748	142,584			2,084,742		1,741,901	
8 Travel & Business Expense			45,000	45,000			152,112				197,112		162,112	
9 Debt Service				-			22,467,172				22,467,172		23,681,357	
10 Scholarship & Fellowship				-					13,220		13,220		26,068	
11 Subtotal	-	721,561	225,899	947,460	31,350	9,600	23,633,032	142,584	13,220	-	24,777,246		25,626,438	
12 Total Expenditure Budget	\$ -	\$ 1,071,761	\$ 1,316,699	\$ 2,388,460	\$ 31,350	\$ 265,700	\$ 31,202,269	\$ 285,581	\$ 13,220	\$ -	\$ 34,186,580		\$ 33,875,474	

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 2014 Plan

Overview

As the global economy becomes increasingly driven by the creation of new knowledge and technological innovation, success for the Gulf Coast region 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, 35% Hispanic, 7% Asian, and 40% white. The student population at the UH System is 16% African-American, 26% Hispanic, 15% Asian, and 33% white. Clearly, we are doing a good job of providing access to a diverse student population. In fact, as of this year, all four UHS universities have been designated as Hispanic Serving Institutions (HSIs) by the federal government, which allows them to compete for federal funding intended to enhance the participation and success of Hispanic students in higher education.

UH System performance with respect to the measures on its progress card has also been strong:

	2012 Report	2013 Report
Total Enrollment	65,256	67,151
Total Degrees Awarded	13,685	14,004
Total Research Expenditures	\$118M	\$120M
Federal Research Expenditures	\$62M	\$67M

With improved performance, the UH System universities are poised for continued success in the coming years. To harness this potential, we are actively expanding our reach in terms of both new degree programs that meet state and regional workforce needs and campus infrastructure that supports our growing student populations and faculty. This year, 13 new degree programs at the UHS universities were approved. Aligned to major industries and university strengths (e.g., energy, health care, education), these new programs will support our economy, enhance our academic reputation, and produce new revenue streams for the universities. In addition, 11 major construction projects are currently underway, among them new student residence halls, research facilities, parking garages, student/visitors centers, and a football stadium – all of which will elevate the profile of our universities and allow us to better serve our students, faculty, staff and the community.

Over the past year, much progress has also been made in expanding the reach and accessibility of UH System academic programs throughout the Houston region. Enrollment at the UH System's off-campus teaching centers at Sugar Land, Cinco Ranch, Northwest Houston, Pearland, and the Texas Medical Center reached a record high this year of 4,880 students. By 2020, enrollment at these centers is expected to be over 9,000 students – an increase of over 80%. The UH System universities are also taking a much more coordinated approach to undergraduate admissions. The applications of students not accepted to the University of Houston are now immediately directed to UHD and UHV, and undergraduates at all four universities now have the ability to seamlessly take up to six hours at one of the other UHS institutions. These new services facilitate enrollment at our universities and make it easier for students to complete a degree.

FY 2014 Budget Initiatives

- *Staff Retention & Benefits (\$426,540 New Resources)*
In FY14, the UH System will fund a 3.0% merit-based salary increase for staff. In addition, the State of Texas has appropriated new resources to expand coverage of benefits for staff.
- *Federal & Community Relations (\$222,700 New Resources)*
In recent years, competition for federal research funding has become much more intense. In addition, increased federal scrutiny of higher education makes advocacy on relevant policy issues all the more important. In FY14, new resources will be used to expand outreach to the federal government. New resources will also be allocated to support community relations, which has been added to the responsibilities of the Office of Governmental Relations.
- *Staff Positions & Administrative Support (\$745,501 New Resources)*
In FY14, the UH System will use \$745,501 to address staffing and administrative support needs in the Office of the Chancellor/President and the Office of General Counsel.
- *NASA Aerospace Scholars & Technology Outreach Programs(\$125,000 New Resources)*
On behalf of the Johnson Space Center, the UH System is appropriated special item funding for NASA's Aerospace Scholars and Technology Outreach programs, funding for which has been increased for FY14. The Aerospace Scholars Program provides science education opportunities to public school and community college students throughout the state, while the Technology Outreach Program provides consulting services to start-up science and technology companies in the Houston area.
- *Tuition Revenue Bond Debt Service (-\$1,214,185 New Resources)*
In FY14, the UH System will save \$1,214,185 due to refinancing at a lower interest rate of debt service on its Tuition Revenue Bonds.

Investment of New Resources in FY 2014 Initiatives

	New Resources
Staff Retention & Benefits	\$426,540
Federal & Community Relations	222,700
Staff Positions & Administrative Support	745,501
NASA Aerospace Scholars & Technology Outreach Programs	125,000
Tuition Revenue Bond Debt Service	<u>(1,214,185)</u>
Total	\$305,556

University of Houston System Administration
Appendix A - Allocation of New FY 2014 Resources

Revenue Changes		A
Appropriations Bill		
1	Tuition Revenue Bonds	\$ (1,214,185)
2	NASA Special Item	125,000
3	State Matching Benefits	<u>183,534</u>
4	Subtotal General Revenue	<u>(905,651)</u>
Other		
5	Other/Endow Inc, Service Charge	1,211,207
6	Total Net Revenue	<u><u>\$ 305,556</u></u>

Priority/Initiative Allocations		B
Priority 3. University Infrastructure & Administration		
1	Staff Retention & Benefits	426,540
2	Federal & Community Relations	222,700
3	Staff Positions & Administrative Support	745,501
4	NASA Aerospace Scholars & Technology Outreach Programs	125,000
5	Tuition Revenue Bond Debt Service	<u>(1,214,185)</u>
6	Subtotal - University Infrastructure & Administration	<u>305,556</u>
7	Total Priority/Initiative Allocations	<u><u>\$ 305,556</u></u>

University of Houston - System Administration

Table 1 - Sources & Uses

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2012 Budget	Dollars	Percent	FY2013 Budget	Dollars	Percent	FY2014 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 27.1	\$ (0.3)	-1.1%	\$ 26.8	\$ (0.9)	-3.4%	\$ 25.9
4 Other Operating	5.2	0.9	17.3%	6.1	0.7	11.5%	6.8
6 Endowments/Gifts	1.5	(0.5)	-33.3%	1.0	0.5	50.0%	1.5
7 Total Sources	\$ 33.8	\$ 0.1	0.3%	\$ 33.8	\$ 0.4	1.5%	\$ 34.2
Use of Funds by Object							
8 Salaries and Wages - Staff	\$ 6.5	\$ 0.4	6.9%	\$ 6.9	\$ 0.9	13.0%	\$ 7.8
10 Benefits	1.3	-	0.7%	1.3	0.4	30.8%	1.7
11 M&O	1.9	-	0.7%	1.9	0.4	21.1%	2.3
12 Capital Equipment	-	-	0.0%	-	-	0.0%	-
14 Debt Service	24.0	(0.3)	-0.6%	23.7	(1.2)	-5.1%	22.5
17 Total Uses	\$ 33.8	\$ 0.1	0.3%	\$ 33.8	\$ 0.5	1.5%	\$ 34.2

Total Operating, Restricted and Capital Budget

27	\$ 33.8	\$ 0.1	0.3%	\$ 33.8	\$ 0.5	1.5%	\$ 34.2
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University of Houston-System Administration
Table 2 - Operations

Source of Funds	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 1,425,000	\$ -	0.0%	\$ 1,425,000
Special Items	586,961	125,000	21.3%	711,961
Less: Rider Reduction Estimates	(70,000)	-	0.0%	(70,000)
Tuition Revenue Bonds	23,681,357	(1,214,185)	-5.1%	22,467,172
State Benefits Appropriation	1,193,790	183,534	15.4%	1,377,324
Subtotal State General Revenue Appropriations	26,817,108	(905,651)	-3.4%	25,911,457
Designated				
Investment Income on Non-Endowed Funds	133,852	(120,877)	-90.3%	12,975
Endowment Income	940,728	497,446	52.9%	1,438,174
Service Charge	4,506,715	2,689,383	59.7%	7,196,098
Fund Balance	1,427,966	(1,854,745)	-129.9%	(426,779)
Subtotal Designated Funds	7,009,261	1,211,207	17.3%	8,220,468
Total Current Operating Funds	33,826,369	305,556	0.9%	34,131,925
Total Sources	\$ 33,826,369	\$ 305,556	0.9%	\$ 34,131,925
Use of Funds by Object				
Salaries and Wages	\$ 6,933,532	\$ 817,779	11.8%	\$ 7,751,311
Benefits	1,315,504	342,519	26.0%	1,658,023
M&O	1,880,976	359,443	19.1%	2,240,419
Capital	15,000			15,000
Debt Service	23,681,357	(1,214,185)	-5.1%	22,467,172
Total Uses	\$ 33,826,369	\$ 305,556	0.9%	\$ 34,131,925

University of Houston-System Administration
Table 3 - Restricted

	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Endowment Income	\$ 49,105	\$ 5,550	11.3%	\$ 54,655
Total Current Operating Funds	49,105	5,550	11.3%	54,655
Total Sources	\$ 49,105	\$ 5,550	11.3%	\$ 54,655
Use of Funds by Object				
M&O	49,105	5,550	11.3%	54,655
Total Uses	\$ 49,105	\$ 5,550	11.3%	\$ 54,655

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

Employee Classification	FY2013 Budget	-----Change-----		FY2014 Budget
		FTE	Percent	
Professional Staff	64	2	3.1%	66
Classified Staff	14		0.0%	14
Total	78	2	2.6%	80

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

	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Regents	\$ 247,908	\$ 5,309	2.1%	\$ 253,217
Chancellor	1,607,937	650,226	40.4%	2,258,163
Academic Affairs	1,007,581	23,889	2.4%	1,031,470
Student Affairs	219,394	16,806	7.7%	236,200
Research	319,600	9,300	2.9%	328,900
Administration and Finance	1,276,174	25,839	2.0%	1,302,013
University Advancement	403,890	10,200	2.5%	414,090
Governmental Relations	871,431	232,836	26.7%	1,104,267
General Counsel	1,118,937	156,528	14.0%	1,275,465
Auditing	1,047,256	26,274	2.5%	1,073,530
Staff Benefits	1,331,790	225,534	16.9%	1,557,324
Institutional Reserve	-	12,000		12,000
Subtotal Operations	9,451,898	1,394,741	14.8%	10,846,639
NASA Programs	586,961	125,000	21.3%	711,961
Other Uses				
Transfer to UH for Charter School	106,153			106,153
Debt Service	23,681,357	(1,214,185)	-5.1%	22,467,172
Total Uses	\$ 33,826,369	\$ 305,556	0.9%	\$ 34,131,925

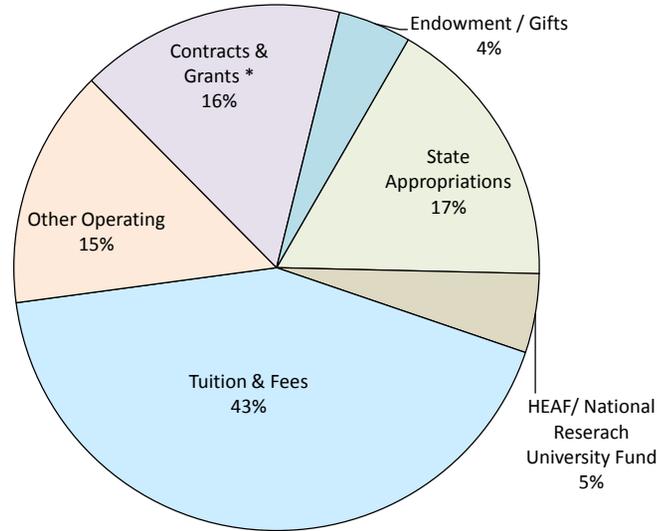
University of Houston-System Administration
Note to Table 3: Operations Expenditures By Organization

	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Use of Funds by Organization				
Academic Affairs	\$ 49,105	\$ 5,550	11.3%	\$ 54,655
University Advancement	-			-
Total Uses	\$ 49,105	\$ 5,550	11.3%	\$ 54,655

University of Houston Budget

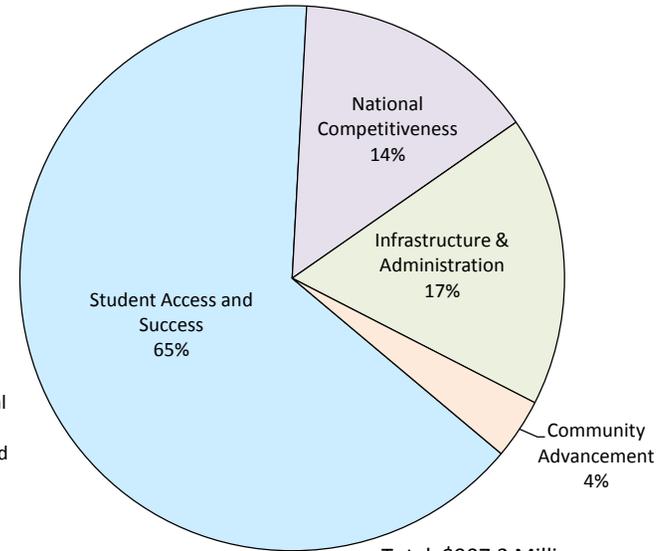
FY2013

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$907.3 Million

Operating Budget Use of Funds

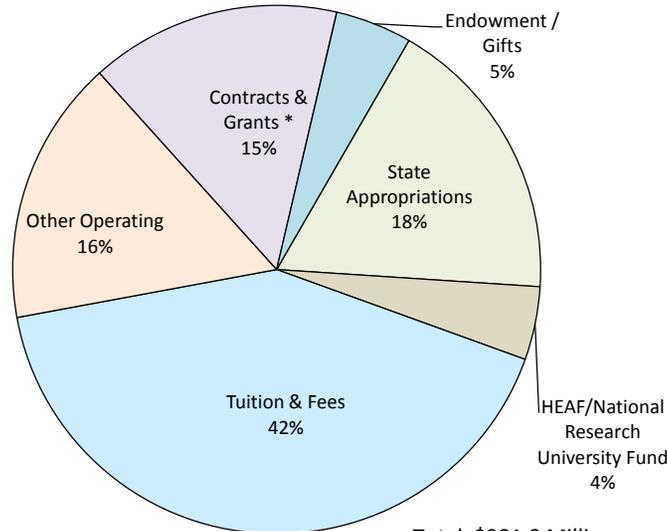


Total \$907.3 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 907.3
Capital Facilities	218.5
Total	\$ 1,125.8

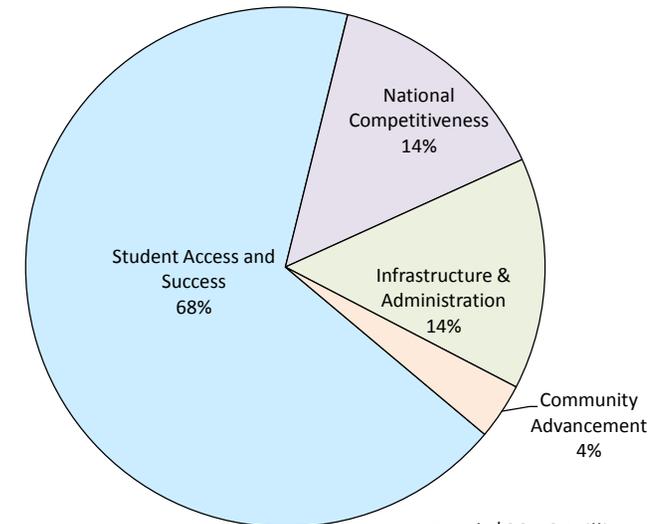
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$981.8 Million

Operating Budget Use of Funds



Total \$981.8 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 981.8
Capital Facilities	193.0
Total	\$ 1,174.8

University of Houston Operating Budget
Revenues FY2010 - FY2014
\$ in Millions

	A	B	C	D	E
	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Budgeted	Proposed
1 State Appropriations *	\$ 188.6	\$ 182.4	\$ 155.1	\$ 154.5	\$ 173.9
2 HEAF/National Research University Fund	36.1	35.9	43.8	44.1	43.9
3 Tuition & Fees	321.6	356.3	381.5	386.9	408.3
4 Other Operating	95.3	113.4	124.8	133.5	159.3
5 Contracts & Grants **	171.5	183.5	138.3	147.7	150.6
6 Endowment / Gifts	56.4	51.5	52.8	40.6	45.9
7 Total	<u>\$ 869.5</u>	<u>\$ 923.0</u>	<u>\$ 896.3</u>	<u>\$ 907.3</u>	<u>\$ 981.8</u>

* Includes the move of debt service to UHSA beginning FY2012

** Includes Federal financial aid

University of Houston Operating Budget
Expenditures FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 Student Access and Success	\$ 561.8	\$ 575.5	\$ 544.5	\$ 587.4	\$ 665.1
2 National Competitiveness	116.2	116.1	114.6	131.3	141.1
3 Infrastructure & Administration	104.6	108.7	105.4	156.2	141.4
4 Community Advancement	39.9	39.3	40.5	32.4	34.2
5 Total	<u>\$ 822.5</u>	<u>\$ 839.6</u>	<u>\$ 805.0</u>	<u>\$ 907.3</u>	<u>\$ 981.8</u>

**University of Houston
FY2014 Operating Budget Expenditures by Function**

Expenditure Budget	A	B	C	D	E	F	G	H	I	J	K	L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2014 Total	FY 2013 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 716,475	\$ 400	\$ -	\$ -	\$ -	\$ 1,314,454	\$ 2,033,329	\$ 2,487,874
2 Tenure Track Faculty	106,111,542	4,663,431	3,865,670	114,640,643	101,914	-	-	-	-	-	114,742,557	109,496,076
3 Non-Tenure Track Faculty	22,793,301	10,414,928	3,255,216	36,463,445	791,042	-	-	-	-	-	37,254,487	33,125,548
4 Adjunct Faculty	6,920,516	763,562	2,676,772	10,360,850	52,094	-	-	-	38,606	-	10,451,550	9,383,966
5 Graduate Assistant	5,251,113	3,143,329	11,310,377	19,704,819	34,190	913,230	269,485	15,279	52,550	372,863	21,362,416	19,787,373
6 Exempt Staff	12,847,818	23,532,369	53,100,225	89,480,412	10,570,429	13,107,466	32,008,843	3,712,292	108,741	19,797,091	168,785,274	150,050,991
7 Non-Exempt Staff	2,837,672	2,672,716	6,898,562	12,408,950	2,354,272	2,510,086	4,664,314	9,708,191	-	4,500,193	36,146,006	34,777,280
8 Student Employees	649,051	352,401	3,617,134	4,618,586	129,500	695,337	123,300	119,016	37,521	3,272,349	8,995,609	8,304,397
9 Summer Instruction Salaries	2,410,051	6,759	800,726	3,217,536	480,000	-	-	-	-	-	3,697,536	3,736,392
10 Benefits	27,178,395	8,083,346	18,441,023	53,702,764	4,277,699	5,668,134	13,620,267	5,864,409	26,771	5,893,439	89,053,483	82,510,923
11 Subtotal	186,999,459	53,632,841	103,965,705	344,598,005	18,791,140	22,894,253	50,686,209	19,419,187	264,189	33,835,935	490,488,918	451,172,946
12 Capital	420,323	11,989,574	5,677,662	18,087,559	320,100	79,250	20,000	483,255	-	4,100,131	23,090,295	30,191,302
13 M&O	6,444,130	63,035,345	33,003,625	102,483,100	12,368,767	4,909,226	33,278,132	12,128,923	1,916,195	41,226,808	208,311,151	194,163,315
14 Travel & Business Expense	2,707,962	5,697,792	6,416,194	14,821,948	884,710	1,046,886	924,612	27,500	110,003	4,087,125	21,902,784	16,684,705
15 Debt Service	-	4,930,694	-	-	1,053,025	-	6,366,054	-	-	43,136,962	55,486,735	45,218,655
16 Utilities	-	-	450,000	-	50,000	-	40,000	17,568,505	-	8,062,531	26,171,036	26,171,036
17 Scholarship & Fellowship	659,674	1,778,520	3,634,734	6,072,928	9,500	76,750	520,000	-	145,861,015	1,805,800	154,345,993	141,173,243
18 Subtotal	10,232,089	87,431,925	49,182,215	141,465,535	14,686,102	6,112,112	41,148,798	30,208,183	147,887,213	102,419,357	489,307,994	453,602,256
19 Total Expenditure Budget	\$ 197,231,548	\$ 141,064,766	\$ 153,149,920	\$ 486,065,540	\$ 34,193,717	\$ 29,006,765	\$ 91,835,007	\$ 49,627,370	\$ 148,151,402	\$ 137,569,746	\$ 981,830,241	\$ 907,263,076

3.4

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

As we look to FY 2014, the University of Houston is well-positioned to move forward on its two central goals of student success and national competitiveness. With the recovery of the state economy, the Texas Legislature was able during its 2013 session to increase funding for higher education for FY 2014. As a result, the University of Houston has received an additional \$15.3 million in general revenue, including increases of \$11.2 million in formula funding, \$2.5 million in special item funding (for the College of Pharmacy, Hobby School of Public Affairs, and Small Business Development Center), and \$1.6 million in funding for the Research Development Fund and Texas Competitive Knowledge Fund, which the university uses to fund Tier One research initiatives on campus.

While this is a positive short-term outcome for UH and other Texas universities, it is important to recognize that state funding for FY14 is below that of FY11, which preceded the steep budget cuts experienced in FY12 due to the economic downturn. In FY11, the University of Houston’s general revenue appropriation was \$250 million. For FY14 it will be \$229 million (-8.4%). As a result, UH must continue to be as efficient in its use of resources moving forward as it has been in recent years, because the long-term outlook for higher education funding is not one where state resources will be sufficient for universities to accomplish their goals. In addition, the Legislature’s expectation that students earn their degree in a timely manner is growing stronger. This is not just a matter of student success but a financial imperative. During the 2013 session, outcomes-based funding, where state appropriations would be based in part on student success measures, was strongly considered, while a bill requiring a four-year flat tuition option for incoming undergraduate students was passed (House Bill 29). In response, the University of Houston will develop “UH in 4,” an initiative that includes a four-year flat-tuition option and other pricing strategies that encourage students to maximize their credit hours so that they graduate in four years. Failure to improve our student success rates will place UH at a competitive disadvantage relative to other state universities, since outcomes-based funding will undoubtedly emerge as a high priority during the next legislative session.

With respect to national competitiveness, perhaps the most significant challenge facing the university is the availability of research space on campus. Our annual commitment to increasing the number of faculty at UH – and thereby increasing our research and scholarly productivity – is limited by the availability of lab space on campus and the resources needed to equip it. The opening this year of the Health & Biomedical Sciences Building I is critical to addressing these needs. Likewise, continued renovation of the Energy Research Park and planned construction of the Multidisciplinary Research & Engineering Building and Health & Biomedical Sciences Building II will be essential to the university’s progress as a Tier One research institution.

The FY14 Plan and Budget has been developed within this context. In total, the University of Houston will invest \$59.3 million in new resources and \$35.9 million in HEAF (Higher Education Assistance Funds) in initiatives that (1) provide students with the financial resources and other support they need to succeed; (2) build a faculty and staff that perform at Tier One levels of excellence; and (3) develop a campus environment that facilitates achievement of the university’s goals. Specifically, resources will be applied in the following ways:

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Success	\$21,827,660	\$0	\$21,827,660
National Competitiveness	20,923,145	0	20,923,145
University Infrastructure and Administration	16,534,511	35,885,768	52,420,279
Total	<u>\$59,285,316</u>	<u>\$35,885,768</u>	<u>\$95,171,084</u>

Plan for Reallocation and Outcomes-Based Funding

Over the past several years, as the University of Houston has negotiated budget reductions from the state, reallocations and operating efficiencies have become standard practice during the annual planning and budgeting cycle. This was the case for the FY 2014 planning process, as well, during which President Khator charged each division and college with developing a plan for reallocating 10% of their budgets from low-priority areas to high-priority areas. Because 10% constitutes a major reallocation, the identification of marginal changes without substantial impact to core operations was not possible. Significant changes were required to the way units do business and the activities they fund. Examples include:

- Redirection of funds away from low-producing research programs
- Redirection of faculty positions from low-priority to high-priority areas
- Implementation of high-efficiency business practices that reduce staff time and effort
- Outsourcing services at a reduced cost

Currently, President Khator is working with the vice presidents to determine the extent to which reallocations will be implemented in FY14. At a minimum, \$3.1 million will be reallocated. For the UH colleges, this process has served as a prelude to outcomes-based funding, through which 10% of their budgets must be earned back through performance on a select number of outcome measures. This funding model, which the President shared with the Legislature during its recent session, will be developed in FY14 and implemented in FY15.

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 furthering its position as 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:

	2012 Report	2013 Report
Total Enrollment	39,820	40,747
Total Degrees Awarded	7,840	8,242
Freshman 1-year Retention Rate	81%	83%
Freshman 6-year Graduation Rate	46%	46%
Transfer 1-year Retention Rate	77%	82%
Transfer 4-year Graduation Rate	61%	65%
Course Completion Rate	94%	95%
Freshman Acceptance Rate	63%	56%
Freshman Median SAT	1114	1130

Improvements in student success at UH have been facilitated by the university's annual commitment to implementing new initiatives that support student enrollment, persistence and graduation. These include increasing scholarships, expanding course offerings, enhancing student support staff (e.g., recruiters, advisers), improving the curriculum, and more rigorous admissions standards for freshmen. In FY14, the university will again move on admissions standards – requesting Board approval to increase standards for transfer students – and develop a new “UH in 4” program, through which incoming freshmen will be guaranteed a flat tuition rate for four years as long as they earn 30 credit hours per year.

Also this fall, Cougar Village II and Cougar Place – two residence halls for undergraduates – will open their doors. Students who live on campus have higher rates of retention and graduation, so increasing the number of beds is essential to the university's student success goals. Currently, 16% of undergraduates live on campus. Ultimately, we want that percentage to increase to 25%.

In addition to student success at the undergraduate level, UH continues to make progress at the graduate level, which is also a factor in the university's progress as a Tier One institution. Over the past year, for example, doctoral enrollment has increased by six percent (from 1,892 to 1,997). Consistent long-term growth in graduate enrollment will enable UH to achieve its goal of a student body that is 25% graduate (up from 20% today), which is consistent with a Tier One university profile.

FY 2014 Budget Initiatives

- *Need-Based Financial Aid (\$1,895,000 New Resources)*
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. Specifically, \$1,895,000 will be invested in need-based scholarships for both undergraduate and graduate students in FY14.
- *Graduate Tuition Fellowships & Stipends (\$2,814,778 New Resources)*
Providing financial packages for doctoral students that are competitive with other Tier One universities is essential to the continued growth and quality of the university's doctoral programs. To that end, UH will invest an additional \$2.8 million next year in the Graduate Tuition Fellowship program and stipends for graduate assistants.

- *Residential Life & Housing Initiatives (\$12,962,865 New Resources)*
As part of its plans to expand and enhance student life on campus, the University of Houston will invest an additional \$12,962,865 in residential life and housing. Specifically, two new undergraduate housing complexes – Cougar Village II and Cougar Place – will be opened, while improvements will be made across other residential facilities on campus to support the university’s growing student population.
- *University Center/Campus Recreation & Wellness Center(\$1,199,068 New Resources)*
Construction will continue in FY14 on the University Center Transformation Project, a three-year endeavor to create a state-of the-art hub for student activities on campus. Next year, \$1,028,799 in new resources will be used to fund the debt service on this \$80 million project. Completion is scheduled for December 2014. In addition, \$127,240 will be used to enhance services at the Campus Recreation and Wellness Center.
- *Professional Program Enhancements (\$2,455,949 New Resources)*
The UH professional colleges and graduate programs are key to addressing the advanced professional workforce needs of Houston’s economy. In FY14, UH will invest \$2,455,949 in several programs with an eye toward enhancing student services, enrollment, academic excellence, and program reputation. Major investments include graduate executive programs in Technology and Business.
- *Strategic Academic Initiatives (\$500,000 New Resources)*
As part of the recent reorganization of the UH Division of Academic Affairs, plans are being developed for the creation of a Graduate School, a Teaching Effectiveness Center, massive open online courses (MOOCs), “UH in 4,” and other initiatives central to student success. In FY14, \$500,000 will be set aside to invest in these initiatives once the requisite planning is complete.

Priority 1. Investment of Resources in FY 2014 Initiatives

	New Resources	HEAF	Total
Need-Based Financial Aid	\$1,895,000		\$1,895,000
Graduate Tuition Fellowships & Stipends	2,814,778		2,814,778
Residential Life & Housing Initiatives	12,962,865		12,962,865
University Center/Campus Recreation & Wellness Center	1,199,068		1,199,068
Professional Program Enhancements	2,455,949		2,455,949
Strategic Academic Initiatives	500,000		500,000
Total	\$21,827,660	\$0	\$21,827,660

Priority 2. National Competitiveness

Context

The University of Houston's goal of maintaining and improving its standing as a 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. To that end, UH continues to improve its performance on all of its progress card measures related to national competitiveness:

	2012 Report	2013 Report
Total Research Expenditures	\$114M	\$116M
Federal Research Expenditures	\$60M	\$64M
Number of Graduate Programs Ranked in the Top 50	7	8
Number of Citations	26,739	41,172*
Number of Doctorates Awarded	284	304
Number of Post-Doctoral Appointees	210	213

*Citations from international publications were included for the first time.

In addition to these measures, UH has performed remarkably well in another area indicative of national competitiveness: royalty revenue. Ten years ago, UH generated approximately \$300,000 in royalty revenue. In FY12 the university generated \$12 million, ranking it 17th in the nation among public universities. This dramatic increase is due in large part to the development and commercialization of two drugs, one of which is used to treat cancer, the other to treat epilepsy.

While much has been accomplished in recent years, maintaining and increasing UH's high level of research productivity will require sharp focus on the university's areas of programmatic excellence, particularly in the health sciences, energy, and the arts, as well STEM disciplines, where there are high levels of external research funding. Building excellence in these areas requires hiring exceptional faculty and providing them with the facilities, equipment, graduate students, and other infrastructure needed for them to compete on a national basis. To that end, the University of Houston will welcome 61 new faculty members to campus this fall, over one-third of which are in STEM disciplines. In addition, UH opened this year its new Health and Biomedical Sciences Building, which will serve as a focal point for health sciences research and education at the university. Looking ahead to FY14, the UH will continue to make the investments in faculty and infrastructure needed to enhance its position as a Tier One research university.

FY 2014 Budget Initiatives

- *New Faculty Positions (\$3,495,000 New Resources)*

In FY14, the University of Houston will invest \$3,495,000 to create approximately 32 new faculty positions in areas of academic/research strength for the university or high enrollment demand. Of these new positions, approximately half will be in STEM disciplines.

- *Faculty Retention & Benefits (\$6,667,034 New Resources)*

Rewarding the university's most productive faculty members with merit-based salary increases for their efforts in the classroom and research is imperative to retaining them and enhancing UH's ability to achieve its goals of student success and national competitiveness. In FY14, the university will invest \$4,422,950 to fund a 3% merit-based raise pool and cover faculty promotion and tenure salary increases. In addition, the State of Texas has appropriated approximately \$2.2 million to UH to expand coverage of benefits for faculty.

- *Research Infrastructure Projects (\$4,304,041 New Resource)*
 In FY14, the University of Houston will invest \$4,304,041 in new resources for the physical infrastructure and operations support needed to further the university's research endeavors. Initiatives will include the development of core research facilities to be used by scientists and engineers across the institution, as well as start-up packages for new faculty. Start-up investments include lab renovations and equipment purchases.
- *Multidisciplinary Research & Engineering Building (\$2,950,000 New Resources)*
 To address the severe space shortage in the College of Engineering and expand core research facilities on campus, the University of Houston will build a new Multidisciplinary Research and Engineering Building. In FY14, approximately \$2,950,000 will be used to cover the debt service for this new building.
- *University Libraries (\$1,000,000 New Resources)*
 In order to attract, retain and support high quality faculty and students, the University of Houston must remain committed to maintaining the quality of its library staff, facilities and collections (both print and electronic resources). In FY14, \$1,000,000 in new resources will be used to hire new librarians and enhance collections and services. This investment will help the library to improve its national standing in the Association of Research Libraries rankings.
- *College of Pharmacy (\$2,000,000 New Resources)*
 Through a special item appropriation from the Texas Legislature, the UH College of Pharmacy has received \$2 million to reduce the state funding gap that exists between pharmacy programs funded at universities (UH, UT-Austin, TSU) versus those funded at health-related institutions (Texas Tech, Texas A&M, University of North Texas). These new resources will be used to enhance the college's academic and research programs and, in conjunction with the expansion of Pharmacy facilities (at the planned Health & Biomedical Sciences Building II), increase enrollment, particularly in the professional program.
- *Hobby School of Public Affairs (\$200,000 New Resources)*
 Through a special item appropriation from the Texas Legislature, the University of Houston will invest \$200,000 to expand the reach and impact of the Hobby Center for Public Policy through the creation of a School of Public Affairs.
- *Small Business Development Center (\$307,070 New Resources)*
 Through a special item appropriation from the Texas Legislature, the University of Houston will invest an additional \$307,070 in the UH Small Business Development Center. Resources will be used to enhance SBDC services for start-up technology firms and businesses with plans to operate internationally.

Priority 2. Investment of Resources in FY 2014 Initiatives

	New Resources	HEAF	Total
New Faculty Positions	\$3,495,000		\$3,495,000
Faculty Retention & Benefits	6,667,034		6,667,034
Research Infrastructure Projects	4,304,041		4,304,041
Multidisciplinary Research & Engineering Bldg.	2,950,000		2,950,000
University Libraries	1,000,000		1,000,000
College of Pharmacy	2,000,000		2,000,000
Hobby School of Public Affairs	200,000		200,000
Small Business Development Center	307,070		307,070
Total	<hr/> \$20,923,145	\$0	\$20,923,145

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 903 acres of land, 161 buildings, and 11.6 million gross square feet. Sustaining this infrastructure year round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements. Making these investments is also essential to achieving the university's goals of student success and national competitiveness. This year, for example, the university completed the Health & Biomedical Sciences Building I, a key core research facility, as well as two residences for undergraduate students – Cougar Village II and Cougar Place. Next year, planning will continue for the Health & Biomedical Sciences Building II and the Multidisciplinary Research & Engineering Building, both of which are essential to expanding research space on campus and enhancing the productivity of our scientists and engineers. Construction will also continue on the new Cougar football stadium, which, when completed, will elevate the university's national profile in athletics and greatly enhance campus life and pride in the institution.

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. In addition to state funds and tuition and fees, the resources secured through fundraising activities enable the university to pursue its goals of excellence. Last year, private support to the university was \$73 million – considerably higher than it was five years ago (\$49M) and a significant achievement given the challenges to the economy.

Finally, ensuring excellence in our staff is key to accomplishing the university's goals. At the same time that we expect greater efficiency and better performance from staff, we must remain committed to providing them with competitive salaries, professional development opportunities, and a campus culture that recognizes excellence even as it expects accountability.

FY 2014 Budget Initiatives

- *Staff Retention & Benefits (\$4,898,486 New Resources)*
In FY14, the University of Houston will allocate \$3,106,747 to pay for a merit-based salary increase of 3.0 percent and associated benefits for staff members. In addition, the State of Texas has appropriated approximately \$1.8 million to UH to expand coverage of benefits for staff.
- *Capital Renewal/Deferred Maintenance (\$17,830,000 HEAF)*
As part of the CRDM program, the University of Houston will invest \$17,830,000 next year in general facilities projects. Major projects next year will include expansion of the central plant, life safety and emergency repairs, classroom renewal, and campus signage renewal.
- *Capital Construction Projects (\$18,055,768 HEAF)*
In FY14, \$18,055,768 in HEAF resources will be used to fund major construction projects on campus, including the new football stadium, the 5th floor of the Health & Biomedical Sciences Building I, the central utility plant expansion, and the Cougar Substation project.
- *Capital Campaign (\$4,240,000 New Resources)*
The planning and execution of a \$1 billion capital campaign requires a significant investment in staff and operations support if it is to be successful. In FY14, the University of Houston will invest \$4,240,000 million to hire 30 new development officers; provide operations support for campaign

planning, direct marketing, and donor engagement; and support the university’s new branding initiative.

- *Base Adjustments (\$3,100,000 New Resources)*

For the past several years, the University of Houston has made annual, one-time resource allocations for certain faculty salaries and operations in the Library, Athletics and Information Technology that base funding is needed to address. \$3.1 million in new resources will be used to make these adjustments.

- *Campus Security (\$1,030,226 New Resources)*

In FY14, the university will hire 22 new security officers, the purpose of which is to reduce campus thefts and other offenses. The new officers will work on foot, bicycles, and from carts in areas on campus particularly prone to crime. In addition, we will invest \$100,000 to implement card access for academic buildings on campus.

- *Enhanced Business Operations (\$469,318 New Resources)*

In FY14, the university will invest \$469,318 in two initiatives intended to improve business operations on campus: First, a new travel management system will be implemented to assist faculty and staff in making timely and economical travel arrangements. Second, infrastructure for the university’s new time reporting and management system will be put in place. The new system will provide efficiencies by eliminating time sheets and implementing bio-metric time collection.

- *Campus Parking (\$929,019 New Resources)*

As the number of students, faculty and staff on campus grows, so too does the need to expand and improve parking. Next year, the university will invest \$929,019 to enhance parking services and infrastructure on campus.

- *President’s Reserve for Strategic Initiatives (\$1,867,462 New Resources)*

Over the course of a year, opportunities for the university invariably arise that require an immediate allocation of resources. This fund will give President Khator the flexibility needed to make these investments in a timely manner in initiatives that serve the university’s goals of student success and national competitiveness or other important priorities.

Priority 3. Investment of Resources in FY 2014 Initiatives

	New Resources	HEAF	Total
Staff Retention & Benefits	\$4,898,486		\$4,898,486
Capital Renewal/Deferred Maintenance		\$17,830,000	17,830,000
Capital Construction Projects		18,055,768	18,055,768
Capital Campaign	4,240,000		4,240,000
Base Adjustments	3,100,000		3,100,000
Campus Security	1,030,226		1,030,226
Enhanced Business Operations	469,318		469,318
Campus Parking	929,019		929,019
President’s Reserve for Strategic Initiatives	1,867,462		1,867,462
Total	\$16,534,511	\$35,885,768	\$52,420,279

University of Houston
Appendix A - Allocation of New FY 2014 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ 15,318,295
2	National Research University Fund (NRUF)	(232,459)
3	State Matching Benefits	4,035,823
4	Subtotal General Revenue	<u>19,121,659</u>
Tuition and Fees		
5	Consolidated Tuition and Fees	17,779,659
6	College Voluntary Fees	2,354,726
7	University Center Fees	1,028,799
8	Parking Fees	929,019
9	Residential Life and Housing	12,962,865
10	Recreation and Wellness Center	127,240
11	Subtotal Tuition and Fees	<u>35,182,308</u>
Other		
12	Intellectual Property	5,900,000
13	Non-endow Investment Income, Lab Fees	(918,651)
14	Subtotal Other	<u>4,981,349</u>
15	Total Net Revenue	<u>\$ 59,285,316</u>

<u>Reallocations/Reductions</u>		B
1	Division and College Reallocations	\$ (3,129,741)
2	Subtotal - Reallocations	<u>\$ (3,129,741)</u>

<u>Priority/Initiative Allocations</u>		C
Priority 1. Student Success		
3	Need-Based Financial Aid	\$ 1,895,000
4	Graduate Tuition Fellowships & Stipends	2,814,778
5	Residential Life & Housing Initiatives	12,962,865
6	University Center/Recreation & Wellness Center	1,199,068
7	Professional Program Enhancements	2,455,949
8	Strategic Academic Initiatives	500,000
9	Subtotal - Student Access and Success	<u>21,827,660</u>
Priority 2. National Competitiveness		
10	New Faculty Positions	3,495,000
11	Faculty Retention & Benefits	6,667,034
12	Research Infrastructure Projects	4,304,041
13	Multidisciplinary Research & Engineering Building	2,950,000
14	University Libraries	1,000,000
15	College of Pharmacy	2,000,000
16	Hobby School of Public Affairs	200,000
17	Small Business Development Center	307,070
18	Subtotal - National Competitiveness	<u>20,923,145</u>
Priority 3. University Infrastructure & Administration		
19	Staff Retention & Benefits	4,898,486
20	Capital Campaign	4,240,000
21	Base Adjustments	3,100,000
22	Campus Security	1,030,226
23	Enhanced Business Operations	469,318
24	Campus Parking	929,019
25	President's Reserve for Strategic Initiatives	1,867,462
26	Subtotal - University Infrastructure & Administration	<u>16,534,511</u>
27	Reallocations	3,129,741
28	Total Priority/Initiative Allocations	<u>\$ 62,415,057</u>

29 **Total Net Reductions and New Allocations** **\$ 59,285,316**

University of Houston
Appendix B - Allocation of FY 2014 HEAF

<u>FY14 Allocation</u>	
HEAF	<u>\$ 35,885,768</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 3. University Infrastructure & Administration	
Capital Renewal/Deferred Maintenance	\$ 17,830,000
Capital Construction Projects	<u>18,055,768</u>
Subtotal	<u>\$ 35,885,768</u>
Total New Investments	<u>\$ 35,885,768</u>

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

	<u>FY2013</u>	<u>FY2014</u>
Funds from Endowed Scholarships	\$ 3,800,000	\$ 4,500,000
Premium Tuition Scholarships (Law)	742,638	338,090
Texas Grant Program Scholarships	18,708,433	23,230,556
Texas Public Education Grant (TPEG)	10,154,408	9,529,248
Property Deposit Scholarships	122,091	122,091
Honors Scholarships	8,000	8,000
International Education Fee Scholarship	233,832	138,874
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	13,344,220	17,573,734
Graduate Scholarships	4,083,244	2,795,975
B-on-Time Program	2,268,691	2,935,650
Pre-Med Scholarship	190,000	250,000
Merit Scholarships	15,657,568	13,380,000
UH Transfer Scholarships	500,000	430,000
UH Grant-in-Aid Scholarship	1,495,694	1,236,195
Doctoral Student Tuition Fellowship	7,911,109	9,275,309
Presidential Fellowship Stipend Augmentation	286,496	458,448
Federal College Work Study	1,325,418	1,387,506
Federal Pell Grants	53,325,000	55,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,000,000	1,000,000
Total	<u>\$ 135,156,842</u>	<u>\$ 143,589,676</u>

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

	A		B		C		D		E		F		G	
	Historical		Change				Current		Change				New	
	FY2012	Budget	Dollars	Percent	FY2013	Budget	Dollars	Percent	FY2014	Budget				
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	154.4	\$	0.1	0.1%	\$	154.5	\$	19.4	12.5%	\$	173.9		
2 HEAF/NRUF		7.0		8.2	117.1%		15.2		(0.2)	-1.5%		15.0		
3 Tuition & Fees		364.6		22.3	6.1%		386.9		21.4	5.5%		408.3		
4 Other Operating (Auxiliaries)		121.0		12.6	10.4%		133.5		25.7	19.2%		159.3		
5 Contracts & Grants (Restricted)		189.9		(13.5)	-7.1%		176.5		3.1	1.8%		179.6		
6 Endowments/Gifts (Restricted)		25.7		15.0	58.4%		40.6		5.2	12.9%		45.9		
7 Total Sources	\$	862.5	\$	44.7	5.2%	\$	907.3	\$	74.6	8.2%	\$	981.8		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	152.4	\$	3.5	2.3%	\$	155.9	\$	10.3	6.6%	\$	166.1		
9 Salaries and Wages - Staff		230.5		(0.4)	-0.2%		230.0		5.2	2.3%		235.3		
10 Benefits		80.0		7.1	8.9%		87.2		1.9	2.2%		89.1		
11 M&O		183.8		7.7	4.2%		191.5		40.8	21.3%		232.2		
12 Capital Equipment		31.5		(1.1)	-3.5%		30.4		(7.3)	-24.0%		23.1		
13 Scholarships		136.8		4.1	3.0%		140.9		13.4	9.5%		154.3		
14 Debt Service		29.9		15.4	51.4%		45.2		10.3	22.7%		55.5		
15 Utilities		17.7		8.5	48.1%		26.2		-	0.0%		26.2		
17 Total Uses	\$	862.5	\$	44.7	5.2%	\$	907.3	\$	74.6	8.2%	\$	981.8		
<u>Capital Facilities Budget</u>														
Source of Funds														
18 HEAF	\$	28.9	\$	-	0.0%	\$	28.9	\$	-	0.0%	\$	28.9		
19 Bonds		116.3		16.3	14.0%		132.6		0.9	0.7%		133.6		
20 Gifts		7.5		20.9	277.4%		28.5		(6.4)	-22.3%		22.1		
21 Other		1.3		27.2	2111.4%		28.5		(20.0)	-70.3%		8.4		
22 Total Sources	\$	154.1	\$	64.4	41.8%	\$	218.5	\$	(25.5)	-11.7%	\$	193.0		
Use of Funds by Object														
23 Construction	\$	108.3	\$	78.7	72.6%	\$	187.0	\$	(22.4)	-12.0%	\$	164.6		
24 Major Rehabilitation		45.8		(14.2)	-31.1%		31.5		(3.1)	-9.9%		28.4		
26 Total Uses	\$	154.1	\$	64.4	41.8%	\$	218.5	\$	(25.5)	-11.7%	\$	193.0		
<u>Total Operating, Restricted and Capital Budget</u>														
27	\$	1,016.6	\$	109.2	10.7%	\$	1,125.8	\$	49.1	4.4%	\$	1,174.9		

University of Houston

Table 2 - Operations

Source of Funds	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 117,501,789	\$ 12,811,225	10.9%	\$ 130,313,014
Special Items	10,697,206	2,507,070	23.4%	13,204,276
National Research University Fund	8,200,000	(232,459)	-2.8%	7,967,541
Less: Rider Reduction Estimates	(1,900,000)			(1,900,000)
State Benefits Appropriation	28,200,511	4,035,823	14.3%	32,236,334
Subtotal State General Revenue Appropriations	162,699,506	19,121,659	11.8%	181,821,165
Tuition and Fees				
Consolidated Tuition & Fees	63,890,278	419,956	0.7%	64,310,234
Lab/other Student Fees	357,109	101,223	28.3%	458,332
Subtotal Tuition and Fees	64,247,387	521,179	0.8%	64,768,566
HEAF	35,885,768			35,885,768
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	3,889,300	310,700	8.0%	4,200,000
Income on State Treasury Deposits	106,407	(3,907)	-3.7%	102,500
Subtotal General Funds	268,067,277	19,949,631	7.4%	288,016,908
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	265,894,722	17,359,703	6.5%	283,254,425
Voluntary Fees	18,079,482	2,354,726	13.0%	20,434,208
Subtotal Tuition and Fees	283,974,204	19,714,429	6.9%	303,688,633
Indirect Cost	14,766,759	90,967	0.6%	14,857,726
Investment Income on Non-Endowed Funds	2,497,119	(1,015,967)	-40.7%	1,481,152
Endowment Income	4,380,994	1,590,841	36.3%	5,971,835
Contracts / Grants / Gifts	3,407,425	(166,736)	-4.9%	3,240,689
Intellectual Property Management	10,100,000	5,900,000	58.4%	16,000,000
Arte Publico/Opt Clinic/Self Supp Org/Intellectual Prop	18,338,534	(118,545)	-0.6%	18,219,989
Subtotal Designated Funds	337,465,035	25,994,989	7.7%	363,460,024
Auxiliary Enterprises				
Student Fees				
Student Service Fee	20,096,842			20,096,842
Recreation and Wellness Center	6,983,188	127,240	1.8%	7,110,428
University Center Fees	11,627,265	1,028,799	8.8%	12,656,064
Subtotal Student Fees	38,707,295	1,156,039	3.0%	39,863,334
Sales & Service - Student Housing	24,316,874	12,962,865	53.3%	37,279,739
Sales & Service - Parking	12,266,751	929,019	7.6%	13,195,770
Sales & Service - Athletics/Hotel/UC/Other	41,642,823	5,060,566	12.2%	46,703,389
Subtotal Auxiliary Funds	116,933,743	20,108,489	17.2%	137,042,232
Total Current Operating Funds	722,466,055	66,053,109	9.1%	788,519,164
Interfund Transfer	(28,885,768)	-	-	(28,885,768)
Total Sources	\$ 693,580,287	\$ 66,053,109	9.5%	\$ 759,633,396
Use of Funds by Object				
Salaries and Wages	\$ 347,334,131	\$ 10,726,569	3.1%	\$ 358,060,700
Benefits	80,375,417	2,440,549	3.0%	82,815,966
M&O	116,518,899	50,425,177	43.3%	166,944,076
Capital	22,628,514	(7,014,780)	-31.0%	15,613,734
Scholarships	55,767,635	(616,987)	-1.1%	55,150,648
Debt Service	44,784,655	10,092,581	22.5%	54,877,236
Utilities	26,171,036			26,171,036
Total Uses	\$ 693,580,287	\$ 66,053,109	9.5%	\$ 759,633,396

University of Houston

Table 3 - Restricted

Source of Funds	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 94,062,799	\$ (3,085,799)	-3.3%	\$ 90,977,000
Financial Aid	76,843,192	6,375,264	8.3%	83,218,456
Houston Public Media	2,145,342			2,145,342
Gifts	32,086,350	1,894,043	5.9%	33,980,393
Endowment Income	7,511,100	3,330,548	44.3%	10,841,648
Other Restricted	1,034,006			1,034,006
Total Current Operating Funds	<u>213,682,789</u>	<u>8,514,056</u>	<u>4.0%</u>	<u>222,196,845</u>
Total Sources	<u>\$ 213,682,789</u>	<u>\$ 8,514,056</u>	<u>4.0%</u>	<u>\$ 222,196,845</u>
Use of Funds by Object				
Salaries and Wages	\$ 38,581,577	\$ 4,793,158	12.4%	\$ 43,374,735
Benefits	6,803,089	(565,572)	-8.3%	6,237,517
M&O	74,963,823	(9,660,636)	-12.9%	65,303,187
Capital	7,750,488	(273,927)	-3.5%	7,476,561
Scholarships	85,149,812	14,045,533	16.5%	99,195,345
Debt Service	434,000	175,500	40.4%	609,500
Total Uses	<u>\$ 213,682,789</u>	<u>\$ 8,514,056</u>	<u>4.0%</u>	<u>\$ 222,196,845</u>

University of Houston

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2014 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Cougar Place Replacement	\$ 36,312,373	\$ 11,187,627	\$ 1,000,000	\$ 48,500,000	\$ -	\$ 48,500,000	\$ -	\$ -
Cougar Village 2	44,289,231.00	5,710,769	-	50,000,000	-	50,000,000	-	-
University Center Transformation	28,453,504.00	38,833,840	12,712,656	80,000,000	-	74,573,250	-	5,426,750
New Football Stadium	18,843,398.00	97,855,970	3,233,300	119,932,668	5,000,000	58,224,568	48,300,000	8,408,100
Garage 1A	14,532,791.04	3,997,994	1,469,215	20,000,000	-	20,000,000	-	-
HBSC - 5th Floor Build-out	5,388,047.40	7,028,183	8,583,770	21,000,000	11,000,000	-	10,000,000	-
Subtotal New Construction	\$ 147,819,344	\$ 164,614,383	\$ 26,998,940	\$ 339,432,668	\$ 16,000,000	\$ 251,297,818	\$ 58,300,000	\$ 13,834,850
Major Repair and Rehabilitation								
Central Utility Plant Expansion	37,677,795.00	247,080	768,321	38,693,196	38,553,196	-	140,000	-
Science Complex Lab Renovations	55,403,538.00	2,196,462	-	57,600,000	-	57,600,000	-	-
Science Engineering Research Center	87,718,982.00	50,000	1,143,202	88,912,184	27,068,991	54,387,473	900,000	6,555,720
Cougar Sub Station Project		2,300,000	22,621,000	24,921,000	24,921,000	-	-	-
Energy Research Park - Bldg. Improvements	10,618,563.00	7,764,116	1,617,321	20,000,000	2,500,000	11,100,000	3,000,000	3,400,000
Energy Research Park - Site Improvements	467,823.00	1,532,177	-	2,000,000	-	2,000,000	-	-
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance	-	14,330,000	-	14,330,000	14,330,000	-	-	-
Subtotal Major Repairs & Rehabilitation	\$ 191,886,701	\$ 28,419,835	\$ 26,149,844	\$ 246,456,380	\$ 107,373,187	\$ 125,087,473	\$ 4,040,000	\$ 9,955,720
Total	\$ 339,706,045	\$ 193,034,218	\$ 53,148,785	\$ 585,889,048	\$ 123,373,187	\$ 376,385,291	\$ 62,340,000	\$ 23,790,570

(1) Project expenditures to date, estimated through August 31, 2013

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

Employee Classification	FY2013 Budget	-----Change-----		FY2014 Budget
		FTE	Percent	
Faculty	1,170	32	2.7%	1,202
Part-time Faculty	951			951
Professional Staff	2,163	43	2.0%	2,206
Classified Staff	1,283	25	1.9%	1,308
Temporary Staff	735	25	3.4%	760
Total	6,302	125	2.0%	6,427

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

	FY2010 Actuals	FY2011 Actuals	FY2012 Actuals	FY2013 Budget	FY2014 Budget	FY14 vs FY13 Change
Semester Credit Hours						
Lower Division	427,733	447,339	452,668	452,974	455,002	2,028
Upper Division	308,671	325,503	343,810	343,212	358,224	15,012
Masters	94,871	96,439	94,375	95,511	93,030	(2,481)
Doctoral	22,181	25,893	27,504	27,298	28,457	1,159
Special Professional	59,211	58,348	56,235	56,812	54,915	(1,897)
Total	912,667	953,522	974,592	975,807	989,628	13,821
Semester Credit Hours-On/Off Campus						
On Campus	765,241	791,189	791,256	800,162	803,415	3,253
Off Campus	147,426	162,333	183,336	175,645	186,213	10,568
Total	912,667	953,522	974,592	975,807	989,628	13,821
Fall Headcount	37,000	38,752	39,820	39,820	40,868	1,048
Fall FTE	29,747	31,127	32,066	32,066	32,673	607

University of Houston
Table 7 - Allocation of Student Service Fees

Sources	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 20,096,842			\$ 20,096,842
Budgeted Fund Balance	437,389	258,059	59.0%	695,448
Total Sources	\$ 20,534,231	\$ 258,059	1.3%	\$ 20,792,290
Allocations				
Academic Achievers - Ctr. Mexican-Am. Studies *	\$ 62,923	\$ (62,923)	-100.0%	\$ -
Activities Funding Board (AFB)	144,797			144,797
A.D. Bruce Religion Center	124,682	48,385	38.8%	173,067
Band Program	211,400			211,400
Blaffer Art Gallery	20,000	1,150	5.8%	21,150
Campus Recreation	579,698	(51,152)	-8.8%	528,546
Center for Leadership & Fraternity and Sorority Life	279,598	(918)	-0.3%	278,680
Center for Students w/Disabilities	422,296	9,327	2.2%	431,623
Center for Student Involvement	641,234	106,896	16.7%	748,130
Center for Student Media		251,233	na	251,233
Child Care Center	144,211	(17,479)	-12.1%	126,732
Coog Radio	9,000	6,565	72.9%	15,565
Counseling and Psychological Services	1,353,542	112,676	8.3%	1,466,218
Council of Ethnic Organizations (CEO)	153,258	(1,598)	-1.0%	151,660
Daily Cougar		46,390	na	46,390
Dean of Students **	943,707	91,565	9.7%	1,035,272
Forensics Society	182,418	(3,290)	-1.8%	179,128
Frontier Fiesta Association	170,949	(5,494)	-3.2%	165,455
Homecoming	72,137	(1,258)	-1.7%	70,879
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics - Stadium	3,375,000			3,375,000
Learning and Assessment	72,184	(72,184)	-100.0%	-
Learning Support Services	544,310	(544,310)	-100.0%	-
Metropolitan Volunteer Program	70,280	1,037	1.5%	71,317
Student Government Association	142,399	(2,136)	-1.5%	140,263
Student Program Board	259,636	(12,661)	-4.9%	246,975
Student Publications	230,567	(230,567)	-100.0%	-
Student Video Network	73,114	5,360	7.3%	78,474
University Career Services	927,691	5,097	0.5%	932,788
University Center	1,429,998	(42,790)	-3.0%	1,387,208
University Health Center	1,849,000	(49,490)	-2.7%	1,799,510
Urban Experience Program	133,758	(880)	-0.7%	132,878
Veterans' Services	151,262	(1,774)	-1.2%	149,488
VPSA	533,746	476,908	89.4%	1,010,654
Wellness Program	286,729	3,044	1.1%	289,773.00
SFAC Operating	6,000.00	1,000	16.7%	7,000
Budgeted Reserve	525,000	192,330	36.6%	717,330
Total Allocations	\$ 20,534,231	\$ 258,059	1.3%	\$ 20,792,290

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

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

University of Houston

Note to Table 2: Operations Expenditures By Organization

	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 2,330,978	\$ 84,044	3.6%	\$ 2,415,022
University Advancement	9,271,411	5,931,611	64.0%	15,203,022
Student Affairs	71,675,742	9,981,064	13.9%	81,656,806
Research Division	37,646,394	(1,639,131)	-4.4%	36,007,263
Academic Affairs				
Office of the Provost	38,526,807	7,140,418	18.5%	45,667,225
Library	17,595,198	1,187,600	6.7%	18,782,798
Architecture	4,875,275	300,531	6.2%	5,175,806
Business Administration	42,436,894	398,732	0.9%	42,835,626
Education	12,115,944	1,144,211	9.4%	13,260,155
Engineering	30,293,531	2,507,605	8.3%	32,801,136
Hotel & Restaurant Management	10,416,069	1,391,535	13.4%	11,807,604
Law	24,565,571	426,508	1.7%	24,992,079
Liberal Arts and Social Sciences	60,098,459	3,369,124	5.6%	63,467,583
Natural Sciences & Mathematics	48,270,703	3,478,414	7.2%	51,749,117
Optometry	17,058,783	(159,342)	-0.9%	16,899,441
Pharmacy	11,955,659	2,699,414	22.6%	14,655,073
Social Work	4,173,751	(33,978)	-0.8%	4,139,773
Technology	12,764,973	1,658,832	13.0%	14,423,805
Honors	2,475,809	134,648	5.4%	2,610,457
Subtotal Academic Affairs	\$ 337,623,426	\$ 25,644,252	7.6%	\$ 363,267,678
Administration and Finance	74,050,512	9,192,867	12.4%	83,243,379
New Initiatives unalloc		4,476,380		4,476,380
Utilities	26,171,036			26,171,036
Staff Benefits	48,891,772	6,570,422	13.4%	55,462,194
Athletics	28,904,914	(3,035,201)	-10.5%	25,869,713
Institutional Reserves	10,398,898	(2,600,154)	-25.0%	7,798,744
Legislative Mandates	4,466,685	265,430	5.9%	4,732,115
Debt Service	44,784,655	10,092,580	22.5%	54,877,235
System Service Charge	(2,636,136)	1,088,945		(1,547,191)
Reserve for State Budget Reduction				
Total Uses	\$ 693,580,287	\$ 66,053,109	9.5%	\$ 759,633,396

University of Houston

Note to Table 3: Restricted Expenditures By Organization

	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 73,737	\$ 11,516	15.6%	\$ 85,253
University Advancement	204,928	(31,334)	-15.3%	173,594
Student Affairs	78,624,949	6,772,379	8.6%	85,397,328
Research Division	10,064,723	838,842	8.3%	10,903,565
Academic Affairs				
Office of the Provost	1,463,091	2,861,910	195.6%	4,325,001
Library	246,260	142,456	57.8%	388,716
Architecture	551,621	129,367	23.5%	680,988
Business Administration	6,700,823	803,596	12.0%	7,504,419
Education	6,196,776	(2,039,009)	-32.9%	4,157,767
Engineering	20,680,922	1,624,666	7.9%	22,305,588
Hotel & Restaurant Management	2,484,671	228,453	9.2%	2,713,124
Law	574,062	(216,057)	-37.6%	358,005
Liberal Arts and Social Sciences	17,016,825	(2,552,071)	-15.0%	14,464,754
Natural Sciences & Mathematics	28,671,384	1,999,455	7.0%	30,670,839
Optometry	5,830,826	(316,338)	-5.4%	5,514,488
Pharmacy	4,682,150	(1,163,846)	-24.9%	3,518,304
Social Work	3,756,000	(799,094)	-21.3%	2,956,906
Technology	2,890,682	(766,831)	-26.5%	2,123,851
Honors	706,308	256,776	36.4%	963,084
Subtotal Academic Affairs	\$ 102,452,401	\$ 193,433	0.2%	\$ 102,645,834
Administration and Finance	18,653,813	(171,958)	-0.9%	18,481,855
Athletics	3,174,238	725,678	22.9%	3,899,916
Debt Service (Note 30)	434,000	175,500	40.4%	609,500
Total Uses	\$ 213,682,789	\$ 8,514,056	4.0%	\$ 222,196,845

Faculty Academic Instructional Workload (University of Houston)

[Revised as of February 9, 1999.]

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

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

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

These institutional rules and regulations distinguish between *minimum teaching load requirements* and *general workload requirements*. While the university requires that every faculty member fulfill a certain minimum teaching load and assume a comparably high level of general workload, it does not insist that each one have the same teaching load. The university administration will provide chairs of individual academic units the flexibility to achieve maximum effectiveness in teaching effort as related to student enrollment and to adjust each individual's instructional assignment within the regulations and standards stated below. Each department chair and college dean must certify that the duties of each faculty member actually constitute an appropriate workload responsibility in accordance with the following rules and regulations, which have been approved by the University of Houston Board of Regents.

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

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

General Workload Expectations

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

Faculty Workload Assignments and Professional Activities

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

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

Minimum Teaching Load Requirements

The University of Houston must comply with two different teaching load requirements. The first concerns an average of organized classes within the

university. The second concerns an average of instructional hours per faculty member within a department.

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

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

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

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

No two colleges at the University of Houston are identical in the mixture and nature of teaching responsibilities expected of individual faculty in order to meet student needs. Each dean should require direct instructional activities in excess of the university minimum teaching load whenever such duties are necessary to meet the college's obligations to students. Each college or disciplinary area must establish a minimum greater than the university minimum if required to meet the instructional obligations of the college to students and to operate effectively within the available level of faculty salary resources. No college may adopt a minimum teaching load requirement below the university's minimum stipulated in this policy. Colleges may, however, have additional stipulations so long as they

do not conflict with the general policy. Workload policies for colleges that have included additional requirements must be available in the office of the dean of the college or in the Office of the Provost.

Teaching Load Equivalencies

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

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

['Additional Duties'](#) form.

- G. Teaching credit for large and small organized classes will be awarded in the following fashion.

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

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

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

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

- A. Equivalency credit may be granted for other professional assignments that the college documents as related directly to the teaching function. The sum of such equivalencies shall not exceed one one-thousandth (0.001) of the total semester credit hours generated by the college in the corresponding semester of the previous year. *Example: Assume that a college taught a total of 11,935 semester credit hours in the corresponding semester of the previous year. Using the factor of 0.001 the college would have a credit of 11.93 units that could be assigned to individuals for other activities which are related directly to the college's teaching responsibilities (such as major course revision). This equivalency will be calculated at the college level, and its distribution is the responsibility of the dean. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.*

- B. Coordination of several sections of a single course may provide teaching load credit up to a maximum of three units where one hour is awarded for each six sections so coordinated. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.

- C. When the budget allows, the department chair and the dean of the college may request that the provost approve, by individual faculty member, up to twelve work load units per faculty member per semester for basic and applied research or professional development activities which directly support the institution's teaching and research function. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.

- D. Departmental administrative assignments will receive equivalent teaching units per semester based on the size of the department:

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

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

- E. If a class is canceled due to low enrollments, substitute teaching loads should be assigned to the faculty member by the department chair. However, for extenuating circumstances, the department chair can

petition the dean for a waiver of the forfeited teaching load for one semester. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the '[Additional Duties](#)' form.

Teaching Load Compliance

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

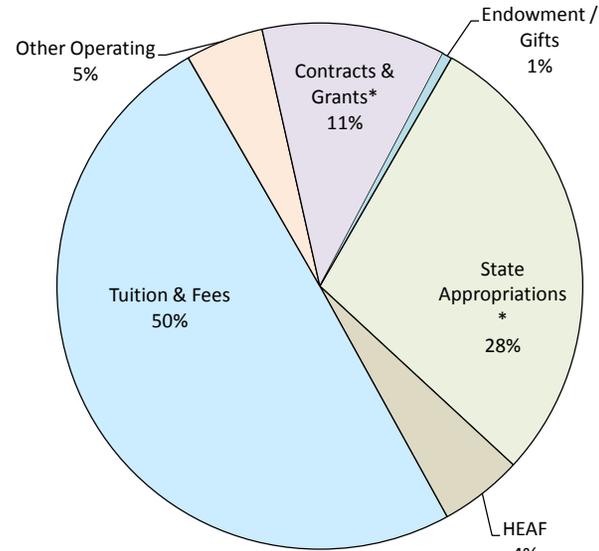
Every department's compliance with these minimum teaching load requirements shall be assessed each academic year. If a department is found to be out of compliance, the institution shall take appropriate steps to address the noncompliance and to prevent such noncompliance in the future.

See [University of Houston Faculty Academic Instructional Workload Additional Duties Form](#).

UH - Clear Lake Budget

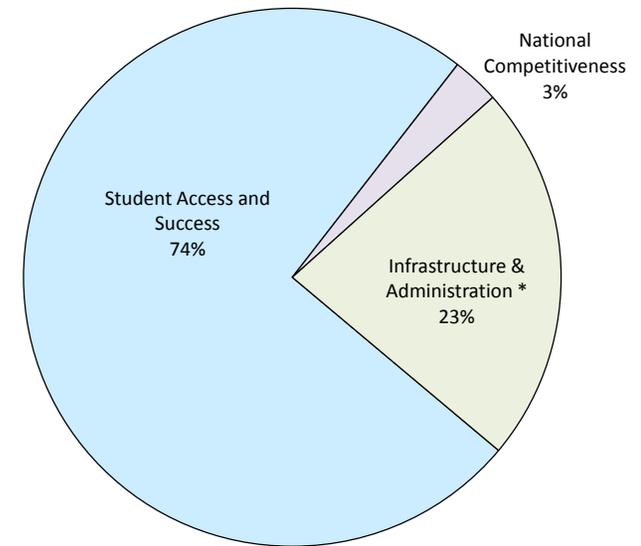
FY2013

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$102.0 Million

Operating Budget Use of Funds



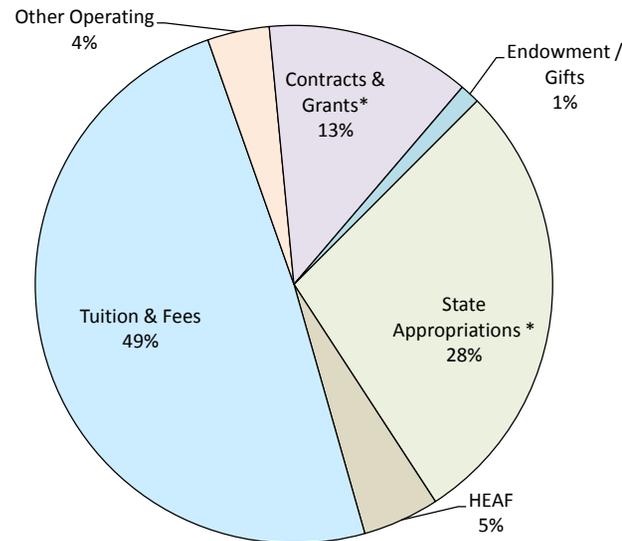
Total \$102.0 Million

Total Budget

	\$ Millions
Operating Budget	\$ 102.0
Capital Facilities	2.4
Total	\$ 104.4

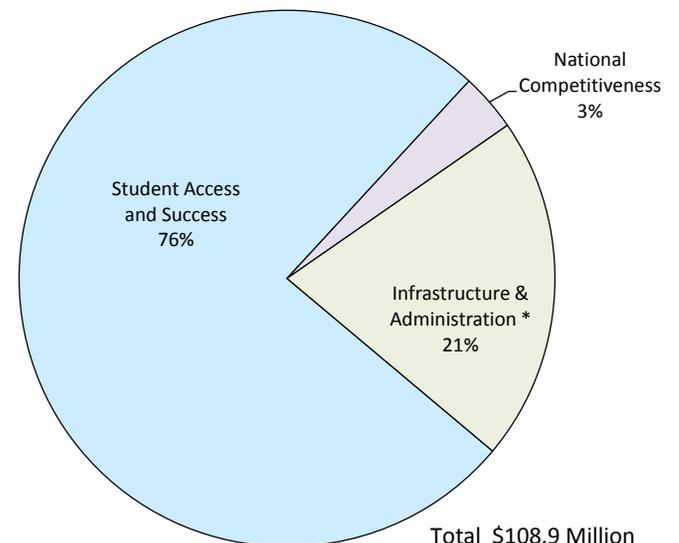
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$108.9 Million

Operating Budget Use of Funds



Total \$108.9 Million

Total Budget

	\$ Millions
Operating Budget	\$ 108.9
Capital Facilities	3.3
Total	\$ 112.2

UH-Clear Lake Operating Budget
Revenues FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted *	E 2014 Proposed
1 State Appropriations *	\$ 35.7	\$ 35.2	\$ 28.9	\$ 29.1	\$ 30.8
2 HEAF	5.4	5.2	5.2	5.2	5.2
3 Tuition & Fees	43.4	50.5	49.3	50.7	53.4
4 Other Operating	4.0	3.3	5.1	4.9	4.2
5 Contracts & Grants **	12.4	14.9	11.6	11.5	13.9
6 Endowment / Gifts	0.9	1.3	0.8	0.6	1.4
7 Total	<u>\$ 101.8</u>	<u>\$ 110.4</u>	<u>\$ 100.9</u>	<u>\$ 102.0</u>	<u>\$ 108.9</u>

* Includes the move of debt service to UHSA beginning FY2012

** Includes Federal financial aid

UH-Clear Lake Operating Budget
Expenditures FY2010 - FY2014
 \$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted *	E 2014 Proposed
1 Student Access and Success	\$ 71.3	\$ 72.3	\$ 76.0	\$ 75.9	\$ 82.5
2 National Competitiveness	1.6	2.4	0.9	2.9	3.8
3 Infrastructure & Administration *	23.6	21.9	21.5	23.2	22.6
4 Community Advancement	0.2	0.0	0.8	0.0	0.0
5 Total	<u>\$ 96.7</u>	<u>\$ 96.6</u>	<u>\$ 99.2</u>	<u>\$ 102.0</u>	<u>\$ 108.9</u>

* Includes Federal financial aid

**UH-Clear Lake
FY2014 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction (A)	Research (B)	Academic Support (D)	Subtotal	Public Service (C)	Student Services (E)	Institutional Support (F)	Physical Plant (G)	Scholarships & Fellowships (H)	Auxiliary Enterprises (I)	FY 2014 Total	FY 2013 Total
1 Cost of Goods Sold				\$ -			\$ 499,128		\$ 10,000		\$ 509,128	\$ 619,128
2 Tenure Track Faculty	18,048,539		231,857	18,280,396							18,280,396	17,784,794
3 Non-Tenure Track Faculty	2,271,952			2,271,952							2,271,952	2,272,257
4 Adjunct Faculty	1,341,173			1,341,173							1,341,173	1,615,249
5 Graduate Assistant	531,852		32,600	564,452							564,452	501,452
6 Exempt Staff	2,107,607	1,303,932	5,465,197	8,876,736		1,765,499	5,676,144	673,796		2,119,569	19,111,744	17,413,106
7 Non-Exempt Staff	1,403,858	32,803	1,438,349	2,875,010		611,312	2,332,194	1,784,265		964,389	8,567,170	8,369,302
8 Student Employees	91,407		400,895	492,302		189,351	8,700			201,542	891,895	768,456
9 Summer Instruction Salaries	1,711,510		5,000	1,716,510							1,716,510	1,680,497
10 Benefits	7,159,418	260,966	2,126,791	9,547,175		785,638	2,825,400	872,474		894,769	14,925,456	13,958,113
11 Subtotal	34,667,316	1,597,701	9,700,689	45,965,706	-	3,351,800	10,842,438	3,330,535	-	4,180,269	67,670,748	64,363,226
12 Capital	254,000		2,432,181	2,686,181		480,000	20,000	160,993			3,347,174	3,219,347
13 M&O	2,189,276	2,171,249	4,103,651	8,464,176	2,410	1,625,286	3,569,694	2,072,729		940,727	16,675,022	14,802,933
14 Travel & Business Expense	117,118	20,273	278,371	415,762	9,090	46,071	216,466	4,321		100,066	791,776	959,913
15 Debt Service										324,871	324,871	344,045
16 Utilities								1,902,467		380,464	2,282,931	2,557,398
17 Scholarship & Fellowship									17,308,779		17,308,779	15,105,139
18 Subtotal	2,560,394	2,191,522	6,814,203	11,566,119	11,500	2,151,357	3,806,160	4,140,510	17,308,779	1,746,128	40,730,553	36,988,775
19 Total Expenditure Budget	\$ 37,227,710	\$ 3,789,223	\$ 16,514,892	\$ 57,531,825	\$ 11,500	\$ 5,503,157	\$ 15,147,726	\$ 7,471,045	\$ 17,318,779	\$ 5,926,397	\$ 108,910,429	\$ 101,971,129

4.4

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. Achieve academic excellence through the offering of high quality programs delivered by an outstanding faculty and staff in an environment supportive of teaching and research.
2. Provide a supportive student-centered campus environment focused on student access and success.
3. Enhance a campus which is attractive, functional, safe and supportive of the university's mission; promote an environment for effective collaboration; and maintain fiscal responsibility.
4. Build mutually beneficial partnerships through outreach activities for the benefit of faculty, staff, students, alumni and the community.

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 Planning and Assessment 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 2014, 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 2014 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and Administration, and (4) Community Advancement. The following section will provide an overview of UHCL’s priorities and initiatives for FY 2014. The major priorities include:

1. Student Access and Success - \$6,356,796
 - Student Financial Assistance
 - Academic Support
 - Off-Campus Initiatives
 - Instructional Support
 - Four Year Initiative – Student Success and Support
 - Four Year Initiative – Start-up Support
 - Faculty Recruitment and Retention
 - Faculty Promotions
2. Academic and Research Excellence/National Competitiveness - \$1,575,283
 - Teaching and Research Resources
3. University Infrastructure and Administration - \$3,853,206
 - Campus Facilities
 - University Computing
 - Capital Renewal and Deferred Maintenance

- Faculty and Staff Benefits
 - Operations Support
 - Staff Recruitment and Retention
4. Community Advancement - \$46,500
- Art Gallery

Priority 1. Student Access and Success

Context

During fiscal year 2013, UH-Clear Lake served 8,153 students with 4,953 or 61% at the undergraduate level and 3,200 or 39% at the graduate level. As an upper-level university, UHCL serves primarily community college transfers at the undergraduate level. Our first year transfer retention rate is 85.3% and our four-year transfer graduation rate is 78.8%. At the same time, UHCL continues to grow as a Hispanic-serving institution with 31.1% of its undergraduate student body being Hispanic. The first year retention rate for this group was 83% and the four-year graduation rate was 80%. For fiscal year 2012, UHCL had 2,325 graduates and now has over 55,000 alumni. Our survey of graduating students indicates that 91% would recommend UHCL to family and friends. UHCL places a very high priority on recruiting, retaining, and graduating students.

With the approval of downward expansion legislation in the 2011 session, UHCL will admit freshmen and sophomores for the first time in fall 2014 as UHCL transitions from an upper-level to a four-year university. Funding for this major new initiative will come from a combination of sources including state appropriations, university and departmental reserves, grants and gifts, and tuition and fees. In 2013, UHCL received a \$1 million grant from Houston Endowment for its Four Year Initiative. Funds from this grant will be used to establish or expand services in both enrollment management and student services including centralized advising, writing and math centers, student success center, veteran services office, and orientation programs for students and parents among other items. The target for Fall 2014 is to have 420 freshmen and sophomores with 60% full-time and 40% part-time. UHCL's admission standards will be different than, but complementary to standards of UH and UHD. UHCL will also work closely with the enrollment staff at UH to serve those students who are not admitted to UH, but who do meet UHCL's admission standards in order to increase the enrollment of not only UHCL, but also the UH System.

The pathway from student access to student success is very important and UHCL has taken steps to advance both access and success. UHCL now generates 30% of its semester credit hours via off-campus and online options for our students. Major off-campus initiatives include the UHCL Pearland Campus with over 700 students taking classes in Pearland and the Texas Medical Center with over 350 students taking undergraduate or graduate classes in health-related programs. Our online semester credit hours are now 20% of UHCL's total credit hours with five bachelor's and seven master's degrees offered online.

UHCL has offered new options for community college transfer students who were in technical track fields including information technology, healthcare services, and early childhood development. In the information technology area alone, there are now over 60 students enrolled and UHCL has targeted the Bachelor of Applied Science degree in information technology for increased investment. This step is especially critical since both the Pasadena and Pearland Independent School Districts (ISD) are establishing new career and technical high schools. The Bachelor of Applied Science degrees will provide an additional option in the ISD-Community College-UHCL K-16 pipeline.

Following UH System Board of Regents' approval in May 2013, UHCL will proceed with plans to offer its second doctoral degree in education, the Ed.D. in Curriculum and Instruction. The response to UHCL's first doctoral degree, the Ed.D. in Educational Leadership, has more than met expectations with over 90 students currently enrolled in the program. Both of these doctoral programs are applied-oriented programs which respond to the needs of area school districts. Planning is also underway for a doctoral program in psychology, the Psy.D. Given the large number of students at UHCL in both the bachelor's and master's programs in psychology plus the additional graduate programs in clinical, school, and

industrial/organizational psychology as well as behavior analysis and family therapy, the potential pool of students for an applied, practitioner-oriented doctoral program in psychology is significant.

UHCL will also invest in those academic programs which have experienced exceptional growth in the number of majors over the past few years. The bachelor's and master's programs in Fitness and Human Performance have grown from 121 undergraduate and 18 graduate majors in 2008 to 211 and 52, respectively, in 2012. A number of the growth area programs continue to be in the health-related fields and UHCL must respond to this growing need by employers in our community. UHCL will also continue its planning efforts related to potential new degree programs including a Bachelor of Science in Nursing (BSN) in partnership with San Jacinto College, UHCL's primary community college partner. Other area community college partners of UHCL including Alvin Community College, College of the Mainland, Galveston College, and Lee College would also be potential partners in this RN to BSN program.

A critical factor in UHCL's transition from an upper-level to a four-year university as well as the expansion of existing programs and the development of new programs is the recruitment and retention of faculty. In fiscal year 2012, due to reductions in state appropriations, UHCL was not able to provide any merit raises for faculty. In fiscal year 2013, the second year of the current biennium, UHCL was only able to provide a 2.5% merit pool as a one-time, non-base stipend. In order to enhance both the recruitment and retention of qualified faculty, UHCL plans to invest in faculty compensation with a pool of funds for meritorious performance. UHCL reviews and compares its faculty salary levels with peer institutions both within and outside Texas in order to be competitive.

FY 2014 Budget Initiatives

- *Student Financial Assistance - \$244,917 New Resources*
Approximately 70% of UHCL undergraduate students are community college transfers and many find it challenging to pay university tuition after paying significantly lower community college tuition. New funding for student financial assistance is available in FY 2014 due to the set-aside from the increased designated tuition rates.
- *Academic Support - \$277,960 New Resources*
Additional Library Use Fee revenue will be used to increase access to more e-books and full-text journal articles to meet demands of faculty and students' instruction and research needs. These funds will also be used to offset the 12-15% annual increase in costs for e-resources and the 5% annual increase in costs for print materials needed to support accreditation goals and new online programs and courses.

New revenue from increased application fees will be used to increase the infrastructure and to hire additional personnel to support the increase in applications and documents to be processed. Currently, the Admissions Office processes from 40,000 to 50,000 documents annually. With the Four Year Initiative, this is expected to increase by 2,000 to 2,500 annually.

Revenue from new testing fees will provide placement testing materials in FY 2014 for the first incoming class of freshman needing placement testing prior to their first semester in Fall 2014. These fees will be used to cover Texas Success Initiative (TSI) exams, advanced placement testing and College Level Exam Program (CLEP) testing.

- *Off-Campus Initiatives - \$127,806 New Resources; \$600,000 HEAF*
This new resource will provide security services at our off campus site in Pearland from 7 a.m. to 11 p.m. and at the Texas Medical Center from 1 p.m. to 11 p.m. Monday thru Thursday. The continuing commitment of HEAF is required for lease payment on the Pearland location.

- *Instructional Support - \$301,465 New Resources; \$1,275,000 HEAF*
Revenue generated from new course fees will be used to purchase lab supplies and class materials for selected courses. This revenue will also be used to hire teaching assistants and tutors to provide supplemental instruction for selected courses to increase student success.

HEAF funds have been reallocated to provide funding for new computers for new staff hires in FY 2014 supporting the Four Year Initiative and to outfit the new Placement Testing Center with computers and needed video recording equipment. These funds will also be used for equipment and supplies to outfit 5 science labs needed for the Four Year Initiative: a Biology lab, a Chemistry lab, a Physics I lab, a Physics II lab and a Geology lab.

- *Four Year Initiative – Student Success and Support - \$1,000,000 New Resources*
Revenue from the Houston Endowment Grant will provide funding for (1) the new Veteran’s office to ease the transition of veterans from community colleges transferring to UHCL; (2) the new Advising Office which will provide centralized advising for all freshman and sophomore students with a student to advisor ratio goal set at 1:175 for the fall 2014 freshman class; (3) the new placement testing center to provide accessibility to required testing for incoming freshman; (4) the hiring of coordinators and tutors in both the writing center, math center and student success center to assist students with their first year experience and (5) print and electronic resources to aid in the student’s success.
- *Four Year Initiative – Start-up Support - \$1,939,950 New Resources*
Revenue from these funds will support freshman orientation and the First Year Experience course; enrollment management efforts in the areas of admissions, financial aid, marketing and recruiting; new student programs; health and disability services; staffing for science labs to set up and make preparations for incoming freshmen; library resource materials; and faculty searches.
- *Faculty Recruitment and Retention - \$541,698 New Resources*
During FY 2014, UHCL will allocate a 3% merit/equity pool for increasing the pay of deserving faculty members. These funds are essential to allow UHCL to retain high quality faculty.
- *Faculty Promotions - \$48,000 New Resources*
Promotion stipends are provided for those faculty promoted to associate professor and professor.

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHCL is focused on maintaining an array of high quality educational programs which meet the needs of our students, employers, and community. An external indication of the quality of academic programs is the type of accreditation achieved by the program. UHCL's academic programs are currently accredited by The Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Board for Engineering and Technology, the National Council for Accreditation of Teacher Education, the Texas State Board of Educator Certification, the Commission on Accreditation for Marriage and Family Therapy Education, the National Association of School Psychologists, the Council on Social Work Education, and the American Chemical Society. During Fall 2013, UHCL's School of Business will have a site visit by AACSB for the continued accreditation of the undergraduate and graduate programs in business administration and accounting.

In April 2012, UHCL had a site visit by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS) for reaffirmation of its accreditation for the entire institution for another ten year period. In December 2012, SACS-COC reaffirmed UHCL's accreditation for the period of 2012 to 2022. The commission reported that UHCL had addressed all the recommendations and that no follow-up report was necessary. As part of this accreditation process, UHCL will now begin the implementation of its Quality Enhancement Plan which is titled, Applied Critical Thinking for Lifelong Learning and Adaptability.

UHCL through its Office of Sponsored Programs has placed increased emphasis on grants and contracts. Specific attention has been devoted to applying for major grants and sometimes with a team of faculty. In 2012, UHCL received grants totaling \$7.36 million with three grants of \$1 million or more. Two of the grants were from the U.S. Department of Education and one from the National Science Foundation. By comparison, for the previous year UHCL received \$2.56 million in grants.

FY 2014 Budget Initiatives

- *Teaching and Research Resources - \$1,575,283 HEAF*
In a continuing commitment to enhance resources for teaching and research, \$250,000 will be used to upgrade faculty desktop computers which are primarily used for teaching and research. The remaining funds will be allocated to the Neumann Library for purchasing and maintaining eBooks, eBook readers, online scholarly journals, computers, DVD's and films as well as print books and print journals. Neumann Library currently provides online access to over 150,000 eBooks, 30,000 electronic journals and 8,000 films, with efficient access to full-text electronic journal articles.

Priority 3. University Infrastructure and Administration

Context

One of UH-Clear Lake's overall objectives is to provide an operationally efficient physical environment to adequately support the successful achievement of the university's mission. The purpose of this objective is to provide an environment that is conducive to learning, teaching, research, and service to students, faculty, staff, alumni, and our community. Major projects completed during fiscal year 2013 include the expansion and renovation of the Arbor Building, the UHCL Art Gallery, the UHCL Archives in the Neumann Library and renovation/updating of science teaching labs, prep rooms and research labs in the Bayou Building. In addition, during the past year, computer labs have been renovated, work stations updated, and new applications for the development and management of online courses.

Projects initiated in FY 2013 that help UHCL maintain a 1% Deferred Maintenance (DM) to Campus Condition Index Value (CCIV) ratio include complete removal and replacement of the Bayou Building roof and Bayou Building structural repairs required to correct 30 years of forced salty air around the concrete structure of the cooling tower air intake. Both of these projects will be completed in FY 2014. Utilizing in-house staff, UHCL will renovate approximately 20,000 square feet of space in the Bayou Building and Student Services and Classroom Building to prepare for freshmen and sophomores in fall 2014. Projects include creating new office suites for Transfer Advising, Orientation and New Student Programs, Academic Advising and Testing Center, a new Math Center, Online Programs, Distance Education, Student Success Center, various other office suite renovations and a new Math/Stat Lab. These projects were initiated in FY 2013 and will be finalized by August 1, 2014. Another significant project is the upgrade of facilities and outdoor space for recreation and sports in support of UHCL's transition to a four year university in fall 2014.

FY 2014 Budget Initiatives

Campus Facilities - \$200,413 HEAF

UHCL will address ADA accessibility issues that arise during the year and identify new equipment purchases that will increase operating efficiencies in the Facilities Management and Construction division.

University Computing - \$678,471 HEAF

Computer resources will be enhanced with staff computing upgrades, new network and server projects, and enhancements to instructional technology. Our strategy is to use HEAF funds only for technology infrastructure that is replenished on a regular cycle. Lab and classroom computers as well as faculty and staff desktop computers are replaced on a three- or four-year cycle. Servers, network and projection equipment are on a five-to-eight year cycle. Funding will also be provided to upgrade the university website to a new portal software management system, OmniUpdate.

Capital Renewal and Deferred Maintenance - \$1,165,000 HEAF

UHCL will continue working projects from our 5-year plan to maintain a low Deferred Maintenance/Campus Condition Index Value ratio. The Bayou Building roof replacement and Bayou Building structural repairs are two significant projects that will be completed this year. To continue providing good quality parking and driving surfaces, the annual project for infrastructure upgrades will be performed. Some funds (\$200,000) are planned for projects to improve energy efficiency and building appearance, such as fluorescent lighting upgrades, digital HVAC equipment upgrades and updated acoustical ceilings.

Faculty and Staff Benefits - \$742,714 New Resources

The funding is needed to provide benefits for faculty and staff positions paid from local funds in fiscal year 2014.

Operations Support - \$367,907 New Resources

In order to maintain payment options for students, fee revenue will fund bank processing fees assessed for credit card use.

Staff Recruitment and Retention - \$698,701 New Resources

During the past two years, UHCL had no compensation increases in fiscal year 2012 and only a 2.5% merit pool for one-time, non-base stipends in fiscal year 2013. In order to both attract and retain staff, UHCL must offer salaries that are competitive with other public institutions for similar positions. With UHCL transitioning to a four year university in Fall 2014, it is imperative that UHCL be as competitive as possible in the recruitment of new staff and the retention of current experienced staff for a successful transition.

Priority 4. Community Advancement

Context

UH-Clear Lake's mission statement emphasizes the importance of the university being both partnership-oriented and community-minded. Part of this philosophy is implemented via UHCL's various centers and institutes including the Environmental Institute of Houston, the Center for Autism and Developmental Disabilities, the Psychological Services Clinic, the Art School for Children and Young Adults, the Center for Advanced Management Programs, and the Center for Educational Programs. During 2012 and 2013, UHCL completed a number of projects for expanded and new facilities for our outreach efforts. Funding from Houston Endowment enabled UHCL to expand both the UHCL Art Gallery and the UHCL Archives in the Neumann Library. The UHCL Archives include the Johnson Space Center (JSC) History Collection; the result of a partnership between UHCL and NASA's JSC. Previously secured tuition revenue bonds enabled UHCL to expand and renovate the Arbor Building with new facilities for the arts and the Center for Autism and Developmental Disabilities.

Students, faculty, staff, alumni and community members participated in UHCL's Day of Service with various projects including Habitat for Humanity, Houston Food Bank, Armand Bayou Nature Center, Interfaith Caring Ministries, and the Houston Area Women's Center among others. UHCL students also had the opportunity to participate in the Servant Leader Scholar Program which is administered by the Student Leadership, Involvement, and Community Engagement Program which is housed in Student Life.

Because of UHCL's continued commitment to community service and outreach, UHCL was named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service in 2013 for the fourth consecutive year.

For fiscal year 2014, UHCL will focus on a number of new community advancement initiatives which include:

- The Cyber Security Institute was recently established in UHCL's School of Science and Computer Engineering in partnership with the Bay Area Houston Economic Partnership and NASA's JSC. The institute will draw on the strengths of the undergraduate and graduate programs in computer science, computer information systems, and computer engineering which are accredited by the Accreditation Board for Engineering and Technology (ABET).
- The Veterans Service Office was initiated at UHCL with the hiring of a coordinator. The office will coordinate UHCL's efforts to serve veterans already at UHCL and to ease the transition of veterans from community colleges transferring to UHCL.
- The Liberty Bell project is a community outreach project to secure funding for an exact replica of the Liberty Bell to serve as a focal point for programs and courses in history, government, legal studies and political science. In addition, partnerships with area school districts for curriculum development and special events with the focus on the Liberty Bell will be developed.
- Increase alumni engagement with UHCL through programs and events both on-campus and off-campus including AlumNights, Veterans Day Celebration, area chambers of commerce, Back to School Bash, and the annual Alumni Celebration.

FY 2014 Budget Initiatives

- *Art Gallery - \$46,500 New Resources*
Funding will be provided to base fund the position of coordinator of audience development for the UHCL Art Gallery to support art exhibitions, visiting artists, and art partnerships with community organizations at UHCL.

**University of Houston - Clear Lake
Investment of Resources in FY 2014 Initiatives**

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Access and Success			
Student Financial Assistance	\$ 244,917		\$ 244,917
Academic Support - Library, Enrollment	277,960		277,960
Off-Campus Initiatives	127,806	600,000	727,806
Instructional Support	301,465	1,275,000	1,576,465
Four Year Initiative - Student Success and Support	1,000,000		1,000,000
Four Year Initiative - Start-up Support	1,939,950		1,939,950
Faculty Recruitment and Retention	541,698		541,698
Faculty Promotions	48,000		48,000
Subtotal	<u>\$ 4,481,796</u>	<u>\$1,875,000</u>	<u>\$ 6,356,796</u>
Academic and Research Excellence			
Teaching and Research Resources	\$0	\$1,575,283	\$ 1,575,283
Subtotal	<u>\$0</u>	<u>\$1,575,283</u>	<u>\$ 1,575,283</u>
University Infrastructure and Administration			
Campus Facilities		\$ 200,413	\$ 200,413
University Computing		678,471	678,471
Capital Renewal and Deferred Maintenance		1,165,000	1,165,000
Faculty and Staff Benefits	742,714		742,714
Operations Support	367,907		367,907
Staff Recruitment and Retention	698,701		698,701
Subtotal	<u>\$ 1,809,322</u>	<u>\$2,043,884</u>	<u>\$ 3,853,206</u>
Community Advancement			
Art Gallery	\$ 46,500		\$ 46,500
Subtotal	<u>\$ 46,500</u>	<u>\$0</u>	<u>\$ 46,500</u>
Total Investment of Resources	\$ 6,337,618	\$5,494,167	\$11,831,785

**University of Houston-Clear Lake
FY14 Reallocations**

Since January 2012, UHCL has been working on development of a five-year business plan for implementation of the Four Year Initiative. Funds have been deliberately earmarked and set aside to support the start-up of this major initiative.

Reallocated from the following uses:

Utilities	\$ 169,174
Credit Card Bank Fees	250,000
Off-Campus Security	54,000
Department Reallocations	201,142
School of Education	113,850
Various Small Amounts	<u>132,726</u>
	\$ 920,892

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2014 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ 1,310,875
2	State Matching Benefits	434,456
3	Subtotal General Revenue	<u>1,745,331</u>
Tuition and Fees		
4	Statutory Tuition	\$ 208,388
5	Designated Tuition	1,871,679
6	Academic Fees	31,465
7	Other Student Fees	269,878
8	Optional Fees	376,760
9	Subtotal Tuition and Fees	<u>2,758,170</u>
Other		
10	Investment Income	\$ (244,509)
11	Gift - Houston Endowment	1,000,000
12	Fund Balance Use	(827,266)
	Subtotal Other	<u>(71,775)</u>
11	Total Net Revenue	<u>\$ 4,431,726</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations	\$ (920,892)
2	Reductions	(985,000)
3	Subtotal - Reallocations/Reductions	<u>\$ (1,905,892)</u>

<u>Priority/Initiative Allocations</u>		C
Priority 1. Student Access and Success		
4	Student Financial Assistance	\$ 244,917
5	Academic Support - Library, Enrollment Mgmt	277,960
6	Off-Campus Initiatives	127,806
7	Instructional Support	301,465
8	Four Year Initiative - Student Success and Support	1,000,000
9	Four Year Initiative - Startup Support	1,939,950
10	Faculty Recruitment and Retention	541,698
11	Faculty Promotions	48,000
12	Subtotal - Student Access and Success	<u>4,481,796</u>
Priority 3. University Infrastructure & Administration		
13	Faculty and Staff Benefits	742,714
14	Operations Support	367,907
15	Staff Recruitment and Retention	698,701
16	Subtotal - University Infrastructure & Administration	<u>1,809,322</u>
Priority 4. Community Advancement		
17	Art Gallery	46,500
18	Subtotal - Community Advancement	<u>46,500</u>
19	Total Priority/Initiative Allocations	<u>\$ 6,337,618</u>

20	Total Net Reductions and New Allocations	<u>\$ 4,431,726</u>
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University of Houston-Clear Lake
Appendix B - Allocation of FY 2014 HEAF

<u>FY14 Allocation</u>		<u>Priority/Initiative</u>	<u>Allocation</u>
HEAF Allocation	\$ 5,214,167	Priority 1. Student Access and Success	
HEAF Fund Balance	280,000	Instructional Support	\$ 1,275,000
Total	<u>\$ 5,494,167</u>	Pearland Lease	<u>600,000</u>
		Subtotal	<u>\$ 1,875,000</u>
		Priority 2. Academic and Research Excellence/National Competitiveness	
		Teaching and Research Resources	\$ 1,575,283
		Priority 3. University Infrastructure and Administration	
		Campus Facilities	\$ 200,413
		University Computing	678,471
		Capital Renewal and Deferred Maintenance	<u>1,165,000</u>
		Subtotal	<u>\$ 2,043,884</u>
		Total Investments	<u>\$ 5,494,167</u>

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

	<u>FY2013</u>	<u>FY2014</u>
Funds from Endowed Scholarships	\$ 261,561	\$ 296,000
Texas Grant Program Scholarships	1,640,000	2,530,000
Texas Public Education Grant (TPEG)	1,182,320	1,059,158
Property Deposit Scholarships	18,440	50,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	1,170,755	1,224,342
Graduate Scholarships	1,109,976	1,194,952
Academic Recognition Scholarships		
B-on-Time Program*	50,000	50,000
New Student Scholarships	442,000	444,000
Scholarships - Transfer	1,316,200	1,050,000
Alumni Annual Fund Scholarships	1,601	1,000
Cullen Leaders Scholarships	36,185	30,000
Federal College Work Study	155,000	155,000
Federal Pell Grants	7,700,000	8,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	200,106	158,935
Total	<u>\$ 15,284,144</u>	<u>\$ 16,243,387</u>

* This reflects the approximate amount awarded, not the actual amount required to be set-aside.

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>
	FY2012 Budget	Dollars	Percent		FY2013 Budget	Dollars	Percent		FY2014 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 28.9	\$ 0.1	0.5%		\$ 29.1	\$ 1.7	6.0%		\$ 30.8
2 HEAF	5.2	-	0.0%		5.2	-	0.0%		5.2
3 Tuition & Fees	49.3	1.4	2.8%		50.7	2.7	5.3%		53.4
4 Other Operating (Auxiliaries)	5.1	(0.3)	-5.7%		4.9	(1.1)	-22.8%		3.7
5 Contracts & Grants (Restricted)	11.6	(0.1)	-0.5%		11.5	2.4	20.8%		13.9
6 Endowments/Gifts (Restricted)	0.8	(0.1)	-18.3%		0.6	1.2	185.9%		1.8
7 Total Sources	\$ 100.9	\$ 1.0	1.0%		\$ 102.0	\$ 6.9	6.8%		\$ 108.9
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 23.7	\$ 0.1	0.6%		\$ 23.8	\$ 0.4	1.6%		\$ 24.2
9 Salaries and Wages - Staff	26.4	0.2	0.6%		26.6	2.0	7.4%		28.6
10 Benefits	12.9	1.0	7.9%		14.0	1.0	6.9%		14.9
11 M&O	17.5	(1.1)	-6.3%		16.4	1.6	9.7%		18.0
12 Capital	3.3	(0.1)	-2.7%		3.2	0.1	4.0%		3.3
13 Scholarships	14.1	1.0	6.8%		15.1	2.2	14.6%		17.3
14 Debt Service	0.4	(0.0)	-6.3%		0.3	(0.0)	-5.6%		0.3
15 Utilities	2.6	(0.0)	-1.0%		2.6	(0.3)	-10.7%		2.3
17 Total Uses	\$ 100.9	\$ 1.0	1.0%		\$ 102.0	\$ 6.9	6.8%		\$ 108.9
<u>Capital Facilities Budget</u>									
Source of Funds									
19 Bonds	\$ 1.5	\$ (1.5)	-100.0%		\$ -	\$ -			\$ -
21 Other	4.5	(2.1)	-46.1%		2.4	0.8	35.1%		3.3
22 Total Sources	\$ 6.0	\$ (3.6)	-59.8%		\$ 2.4	\$ 0.8	35.1%		\$ 3.3
Use of Funds by Object									
23 Construction	\$ 2.9	\$ (1.8)	-62.3%		\$ 1.1	\$ (0.7)	-61.4%		\$ 0.4
24 Major Rehabilitation	3.1	(1.8)	-57.4%		1.3	1.5	116.5%		2.8
26 Total Uses	\$ 6.0	\$ (3.6)	-59.8%		\$ 2.4	\$ 0.8	35.1%		\$ 3.3
<u>Total Operating, Restricted and Capital Budget</u>									
27	\$ 106.9	\$ (2.5)	-2.4%		\$ 104.4	\$ 7.8	7.5%		\$ 112.2

University of Houston-Clear Lake

Table 2 - Operations

Source of Funds	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 22,742,102	\$ 1,244,458	5.5%	\$ 23,986,560
Special Items	398,428	66,417	16.7%	464,845
Less: Rider Reduction Estimates	(368,165)			(368,165)
State Benefits Appropriation	6,298,252	434,456	6.9%	6,732,708
Subtotal State General Revenue Appropriations	29,070,617	1,745,331	6.0%	30,815,948
Tuition and Fees				
Statutory & Graduate Premium	13,778,832	85,226	0.6%	13,864,058
Lab/other Student Fees	800			800
Subtotal Tuition and Fees	13,779,632	85,226	0.6%	13,864,858
HEAF	5,214,167			5,214,167
Aux Admin Chg/Other	23,000			23,000
Income on State Treasury Deposits	45,000	(6,800)	-15.1%	38,200
Fund Balance	861,100	(581,100)	-67.5%	280,000
Subtotal General Funds	48,993,516	1,242,657	2.5%	50,236,173
Designated				
Tuition and Fees				
Designated Tuition - General	23,321,181	1,871,679	8.0%	25,192,860
Designated Tuition - Differential	1,962,955	2,157	0.1%	1,965,112
Library Fee	1,072,263	142,072	13.2%	1,214,335
Technology Fee	2,433,254	(22,056)	-0.9%	2,411,198
Major/Department/Class Fees	3,630,630	657,226	18.1%	4,287,856
Subtotal Tuition and Fees	32,420,283	2,651,078	8.2%	35,071,361
Indirect Cost	197,792	14,802	7.5%	212,594
Investment Income on Non-Endowed Funds	376,960	(237,709)	-63.1%	139,251
Endowment Income	113,852	73,223	64.3%	187,075
Contracts / Grants / Gifts	62,475	3,600	5.8%	66,075
Self Supporting Organizations/Others	1,280,621	(226,639)	-17.7%	1,053,982
Fund Balance	1,685,232	(370,625)	-22.0%	1,314,607
Subtotal Designated Funds	36,137,215	1,907,730	5.3%	38,044,945
Auxiliary Enterprises				
Student Fees				
Student Service Fee	3,828,740	(23,872)	-0.6%	3,804,868
Other Student Fees	639,349	(8,016)	-1.3%	631,333
Subtotal Student Fees	4,468,089	(31,888)	-0.7%	4,436,201
Sales & Service - Parking	807,297			807,297
Sales & Service - Athletics/Hotel/UC/Other	681,617	35,300	5.2%	716,917
Fund Balance	13,452	187,488	1393.8%	200,940
Subtotal Auxiliary Funds	5,970,455	190,900	3.2%	6,161,355
Total Current Operating Funds	91,101,186	3,341,287	3.7%	94,442,473
Interfund Transfer	(1,294,958)	-		(1,294,958)
Total Sources	\$ 89,806,228	\$ 3,341,287	3.7%	\$ 93,147,515
Use of Funds by Object				
Salaries and Wages	\$ 49,331,770	\$ 1,979,720	4.0%	\$ 51,311,490
Benefits	13,799,779	833,524	6.0%	14,633,303
M&O	15,016,618	388,087	2.6%	15,404,705
Capital	3,209,347	137,827	4.3%	3,347,174
Scholarships	5,547,271	295,770	5.3%	5,843,041
Debt Service	344,045	(19,174)	-5.6%	324,871
Utilities	2,557,398	(274,467)	-10.7%	2,282,931
Total Uses	\$ 89,806,228	\$ 3,341,287	3.7%	\$ 93,147,515

University of Houston-Clear Lake
Table 3 - Restricted

	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 2,168,825	\$ 796,732	36.7%	\$ 2,965,557
Financial Aid	9,350,000	1,600,185	17.1%	10,950,185
Gifts	218,700	426,850	195.2%	645,550
Endowment Income	71,211	205,421	288.5%	276,632
Other Restricted	346,007	567,654	164.1%	913,661
Total Current Operating Funds	12,154,743	3,596,842	29.6%	15,751,585
Interfund Transfer	10,158	1,171	11.5%	11,329
Total Sources	\$ 12,164,901	\$ 3,598,013	29.6%	\$ 15,762,914
Use of Funds by Object				
Salaries and Wages	\$ 1,073,343	\$ 360,459	33.6%	\$ 1,433,802
Benefits	158,334	133,819	84.5%	292,153
M&O	1,365,356	1,205,865	88.3%	2,571,221
Capital	10,000	(10,000)	-100.0%	
Scholarships	9,557,868	1,907,870	20.0%	11,465,738
Total Uses	\$ 12,164,901	\$ 3,598,013	29.6%	\$ 15,762,914

University of Houston-Clear Lake

Table 4 - Capital Projects

	Project to Date (1)	FY2014 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
					HEAF	Revenue Bonds	Gifts	Other	
New Construction									
Recreation Fields	\$ -	\$ 125,000	\$ 625,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000	
Modular Building	661,942	300,058		962,000	726,899				235,101
Subtotal New Construction	\$ 661,942	\$ 425,058	\$ 625,000	\$ 1,712,000	\$ 726,899	\$ -	\$ -	\$ 985,101	
Major Repair and Rehabilitation									
Projects Budgeted Annually									
Capital Renewal Deferred Maintenance	\$ 1,173,622	\$ 1,533,278	\$ -	\$ 2,706,900	\$ 2,706,900	\$ -	\$ -	\$ -	
4YI Renovations	300,000	839,555		1,139,555	300,000				839,555
Parking Lot/Roadway Maintenance		452,119		452,119					452,119
Subtotal Major Repairs & Rehabilitation	\$ 1,473,622	\$ 2,824,952	\$ -	\$ 4,298,574	\$ 3,006,900	\$ -	\$ -	\$ 1,291,674	
Total	\$ 2,135,564	\$ 3,250,010	\$ 625,000	\$ 6,010,574	\$ 3,733,799	\$ -	\$ -	\$ 2,276,775	

(1) Project expenditures to date, estimated through August 31, 2014

4.25

University of Houston-Clear Lake

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2013 Budget	-----Change-----		FY2014 Budget
		FTE	Percent	
Faculty	206	(1)	-0.6%	205
Part-time Faculty	112	(8)	-6.7%	104
Professional Staff	282	26	9.1%	308
Classified Staff	275	(1)	-0.2%	274
Temporary Staff	116	15	12.8%	131
Total	991	31	3.2%	1,022

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

	FY2010 Actuals	FY2011 Actuals	FY2012 Actuals	FY2013 Budget	FY2014 Budget	FY14 vs FY13 Change
Semester Credit Hours						
Upper Division	99,464	105,121	105,364	106,025	105,644	(381)
Masters	55,281	56,232	56,773	56,564	55,079	(1,485)
Total	154,745	161,353	162,137	162,589	160,723	(1,866)
Semester Credit Hours-On/Off Campus						
On Campus	114,006	113,076	111,147	112,186	107,127	(5,059)
Off Campus	40,739	48,277	50,990	50,403	53,596	3,193
Total	154,745	161,353	162,137	162,589	160,723	(1,866)
Fall Headcount	7,643	8,099	8,185	8,185	8,153	(32)
Fall FTE	4,686	4,966	5,052	5,052	5,007	(45)

Note: The FY2014 Budget reflects Fall 2012, Spring 2013 and Summer 2013 Actuals.

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

Sources	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 3,828,740	\$ (23,872)	-0.6%	\$ 3,804,868
4 Yr Initiative Allocation 3049 - Fund Balance		168,017	na	168,017
Total Sources	\$ 3,828,740	\$ 144,145	3.8%	\$ 3,972,885
Allocations				
AVP, Student Affairs	\$ 215,030	\$ 2,555	1.2%	\$ 217,585
Career and Counseling	806,270	12,956	1.6%	819,226
Financial Aid	511,740			511,740
Health Service	217,208	482	0.2%	217,690
Disability 3049	28,912	85,327	295.1%	114,239
Intercultural/International Student Services	323,303	5,715	1.8%	329,018
Student Life	328,924	(40,136)	-12.2%	288,788
Student Transportation	79,438	835	1.1%	80,273
Orientation and Welcome Week	10,000	129,487	1294.9%	139,487
Annual Leadership Conference	32,600			32,600
Dean of Students	434,664	8,609	2.0%	443,273
Student Cultural Arts	28,000			28,000
Student Government Association	22,500			22,500
Fitness and Wellness	77,256	800	1.0%	78,056
Student Life Programs	14,120			14,120
Student Publications	93,380	1,106	1.2%	94,486
Women's Services	69,961	(4,000)	-5.7%	65,961
Utilities	90,000			90,000
Custodial	28,856	507	1.8%	29,363
Administrative Charge	104,160			104,160
System Service Charge	23,000			23,000
SGA Executive Council	2,500			2,500
SSF Unallocated	71,757	(67,632)	-94.3%	4,125
International Student Program	7,000			7,000
Educational Program and Outreach	20,000	4,000	20.0%	24,000
Student Success Tutors	16,000			16,000
PC - Dean of Students	96,048	1,522	1.6%	97,570
PC - Career and Counseling	35,300	2,012	5.7%	37,312
PC - Student Services Unallocated	40,813			40,813
Total Allocations	\$ 3,828,740	\$ 144,145	3.8%	\$ 3,972,885

University of Houston-Clear Lake

Note to Table 2: Operations Expenditures By Organization

	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 780,194	\$ 4,728	0.6%	\$ 784,922
University Advancement	1,271,772	29,553	2.3%	1,301,325
Subtotal President	2,051,966	34,281	1.7%	2,086,247
Academic Affairs				
Information Resources	538,331	2,356	0.4%	540,687
University Computing	5,687,279	66,533	1.2%	5,753,812
Library	3,482,670	191,859	5.5%	3,674,529
Sr. VP and Provost	2,275,190	727,891	32.0%	3,003,081
Student Services	4,240,347	205,633	4.8%	4,445,980
Enrollment Management	10,030,822	1,089,738	10.9%	11,120,560
Academic Affairs	1,347,678	33,698	2.5%	1,381,376
Business	10,431,315	(75,986)	-0.7%	10,355,329
Education	6,496,721	40,256	0.6%	6,536,977
Human Sciences and Humanities	8,150,320	226,714	2.8%	8,377,034
Science and Computer Engineering	6,817,034	135,993	2.0%	6,953,027
Subtotal Academic Affairs	59,497,707	2,644,685	4.4%	62,142,392
Administration and Finance				
VP Administration & Finance	6,212,487	881,396	14.2%	7,093,883
Facilities Management & Construction	3,909,337	126,866	3.2%	4,036,203
Utilities	2,557,398	(274,467)	-10.7%	2,282,931
Subtotal Administration & Finance	12,679,222	733,795	5.8%	13,413,017
Other				
Unallocated: Other	1,026,332	(1,004,721)	-97.9%	21,611
Debt Service	344,045	(19,174)	-5.6%	324,871
System Service Charge	2,244,571	62,561	2.8%	2,307,132
Other Transfers	131,369	(13,685)	-10.4%	117,684
Staff Benefits	11,536,016	903,545	7.8%	12,439,561
Insurance Premiums	295,000			295,000
Subtotal Other	15,577,333	(71,474)	-0.5%	15,505,859
Total Uses	\$ 89,806,228	\$ 3,341,287	3.7%	\$ 93,147,515

University of Houston-Clear Lake

Note to Table 3: Restricted Expenditures By Organization

	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Use of Funds by Organization				
President				
President's Office	\$ -	\$ 4,635	na	\$ 4,635
University Advancement	3,000	4,589	153.0%	7,589
Subtotal President	3,000	9,224	307.5%	12,224
Academic Affairs				
Information Resources	256,400	(16,796)	-6.6%	239,604
Library	4,280	93,546	2185.7%	97,826
Sr. VP and Provost	60,000	(60,000)	-100.0%	
Student Services	160,400	274,344	171.0%	434,744
Enrollment Management	9,557,868	2,504,981	26.2%	12,062,849
Business	4,715	(1,215)	-25.8%	3,500
Education	716,557	376,557	52.6%	1,093,114
Human Sciences & Humanities	991,290	(105,161)	-10.6%	886,129
Science and Computer Engineering	405,391	319,535	78.8%	724,926
Subtotal Academic Affairs	12,156,901	3,385,791	27.9%	15,542,692
Administration and Finance	5,000	202,998	4060.0%	207,998
Total Uses	\$ 12,164,901	\$ 3,598,013	29.6%	\$ 15,762,914

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.

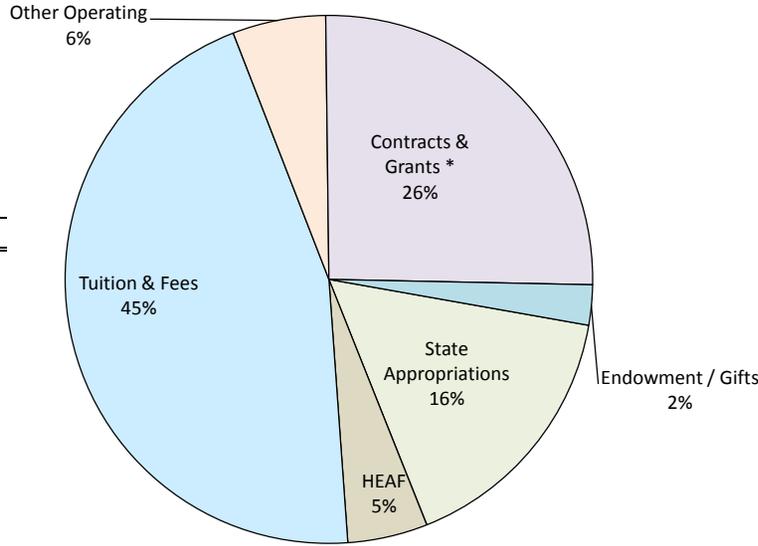
6.5 Documentation

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 Budget

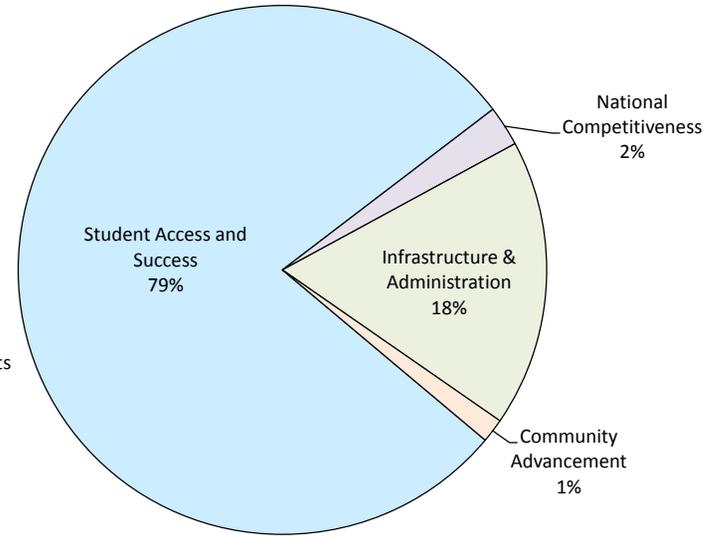
FY2013

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$150.8 Million

Operating Budget Use of Funds

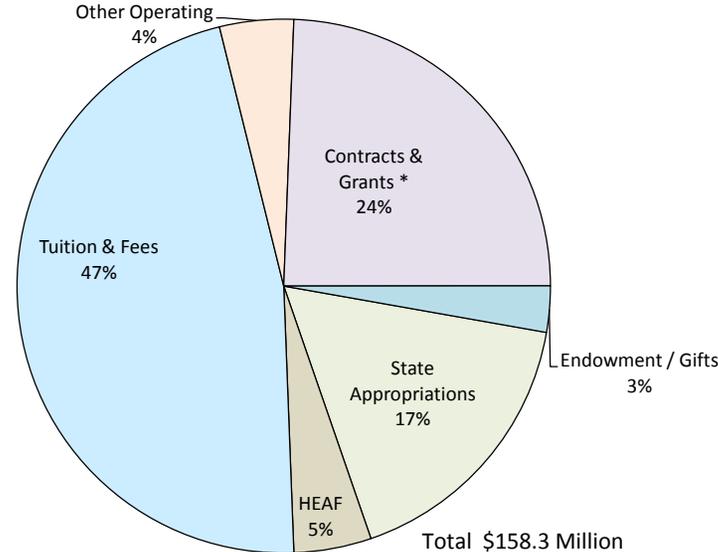


Total \$150.8 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 150.8
Capital Facilities	1.6
Total	\$ 152.4

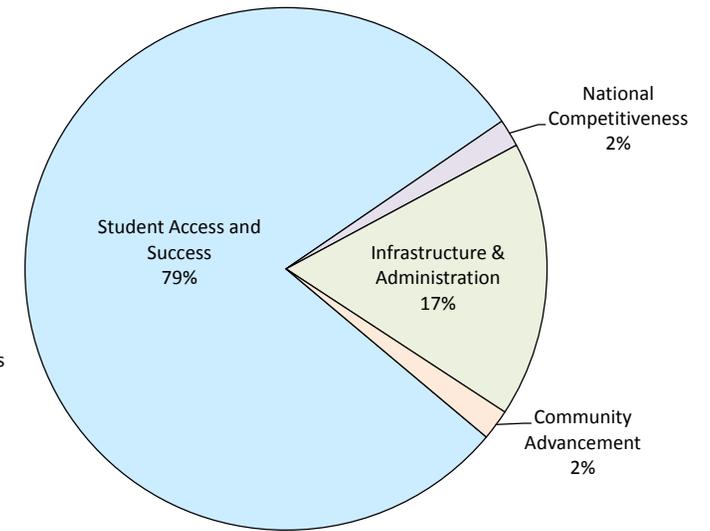
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$158.3 Million

Operating Budget Use of Funds



Total \$158.3 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 158.3
Capital Facilities	17.3
Total	\$ 175.6

UH - Downtown
Revenues FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 State Appropriations *	\$33.6	\$33.9	\$25.0	\$24.4	\$26.8
2 HEAF	9.5	7.4	7.4	7.4	7.4
3 Tuition & Fees	54.9	59.8	63.6	68.2	74.0
4 Other Operating	8.8	8.3	7.8	8.6	7.1
5 Contracts & Grants **	33.0	40.1	38.3	38.5	38.6
6 Endowment / Gifts	1.9	1.6	1.5	3.7	4.4
7 Total	<u>\$141.7</u>	<u>\$151.1</u>	<u>\$143.6</u>	<u>\$150.8</u>	<u>\$158.3</u>

* Includes the move of debt service to UHSA beginning FY2012

** Includes Federal financial aid

UH - Downtown
Expenditures FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 Student Access and Success	\$88.9	\$100.4	\$100.0	\$118.4	\$125.6
2 National Competitiveness	1.6	1.9	2.6	3.7	2.7
3 Infrastructure & Administration *	30.1	28.7	22.8	26.5	27.0
4 Community Advancement	2.8	2.6	4.3	2.2	3.0
5 Total	<u>\$123.4</u>	<u>\$133.6</u>	<u>\$129.7</u>	<u>\$150.8</u>	<u>\$158.3</u>

* Includes the move of debt service to UHSA beginning FY2012

**UH - Downtown
FY2014 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2014 Total	FY 2013 Total
1 Cost of Goods Sold				\$ -						\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	21,056,924		114,432	21,171,356						32,807	21,204,163	19,952,181
3 Non-Tenure Track Faculty	2,800,479	54,807	180,539	3,035,825	12,855						3,048,680	2,484,438
4 Adjunct Faculty	3,967,042			3,967,042							3,967,042	3,463,079
5 Graduate Assistant				-							-	
6 Exempt Staff	722,368	659,018	8,067,057	9,448,443	690,472	2,230,300	5,819,613	555,220		2,472,602	21,216,650	19,494,097
7 Non-Exempt Staff	706,404	168,808	3,893,187	4,768,399	283,480	605,375	3,239,915	1,215,957		445,698	10,558,824	9,801,095
8 Student Employees	177,953	4,000	278,998	460,951	18,179	185,881	87,754	7,238	432,134	317,314	1,509,451	1,528,202
9 Summer Instruction Salaries	2,384,953			2,384,953							2,384,953	2,384,953
10 Benefits	6,859,677	220,427	3,317,262	10,397,366	250,163	840,214	2,563,188	535,695		797,150	15,383,776	15,051,526
11 Subtotal	38,675,800	1,107,060	15,851,475	55,634,335	1,255,149	3,861,770	11,710,470	2,314,110	432,134	4,065,571	79,273,539	74,159,571
12 Capital			4,778,000	4,778,000		130,991	1,703,464	34,481		23,000	6,669,936	7,237,834
13 M&O	1,091,643	2,164,180	6,139,645	9,395,468	1,712,519	1,043,961	5,382,580	2,464,971		3,094,283	23,093,782	22,261,230
14 Travel & Business Expense	197,600	16,150	257,450	471,200	43,700	22,800	159,600	3,800		248,900	950,000	932,601
15 Debt Service										730,734	730,734	273,857
16 Utilities								1,916,158		258,842	2,175,000	2,175,000
17 Scholarship & Fellowship				-					45,416,966		45,416,966	43,769,983
18 Subtotal	1,289,243	2,180,330	11,175,095	14,644,668	1,756,219	1,197,752	7,245,644	4,419,410	45,416,966	4,355,759	79,036,418	76,650,505
19 Total Expenditure Budget	\$ 39,965,043	\$ 3,287,390	\$ 27,026,570	\$ 70,279,003	\$ 3,011,368	\$ 5,059,522	\$ 18,956,114	\$ 6,733,520	\$ 45,849,100	\$ 8,423,330	\$ 158,311,957	\$ 150,812,076

University of Houston-Downtown Mission and Goals

Vision

The University of Houston-Downtown will be a premier city university where all students are engaged in high-impact educational experiences and graduate with 21st Century skills.

Mission

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.

UHD Strategic Plan 2020

UHD Strategic Plan 2020 was developed in 2012 by the UHD Strategic Planning Group under the direction of the provost. It is a detailed blueprint that guides the University's efforts to address the UH System goals of student access and success, national competitiveness, and community advancement and, ultimately, to make UHD's vision a reality.

From among the *Plan's* many goals, and the tactics for achieving them by 2020, the following five major goals were extracted. These, along with the UH System goals, guided the Planning and Budget Development Committee in developing the FY2014 plan and budget:

- Double the six-year graduation rate for first-time-in-college freshmen
- Increase enrollment to 18,000
- Increase graduate enrollment to 5% of total enrollment
- Increase external research funding to \$10 million per year
- Increase gifts to the University to \$30 million

Overview of UHD's FY2014 plan and the process through which it was developed

Among the goals established by the UH System, UHD has traditionally focused primarily on expanding student access and student success. In FY2013 the University continued its notable achievements in making university education more accessible, especially to historically-underserved populations. Fall 2012 enrollment (13,916) was the highest ever, reflecting a 7.7% increase over the previous fall. The number of degrees awarded in FY2012 totaled 2,407 and this figure will increase for FY2013. UHD continues among the nation's leaders in degrees awarded to minority students, ranking 33rd for Hispanic graduates and 37th for African American graduates.

Expanding access will always be a high priority for UHD. However, the FY2014 plan clearly demonstrates that our primary focus has become *student success*. UHD will continue to be among the most ethnically diverse universities in the state and in the nation. Many of our students will continue to be the first in their family to attend college. Most of our students will be community college transfers, work while in school, and attend on a part-time basis. But starting in Fall 2013, new admission standards will go into effect, increasing the likelihood that admitted students will succeed. In addition, these students will be guided by a significantly strengthened academic advising unit, served by advisors who are better attuned to their specific needs and better trained to support them from application to graduation.

The coming changes will give a boost to the ongoing student success efforts that have been bearing fruit for some time. The leading indicator for improved graduation rates is the first-year retention rate, simply because staying in school increases the likelihood of graduating. So it is gratifying that in FY2013, UHD's first-year retention rate for freshmen increased by almost 8 points over the previous year, reaching 67%. This impressive increase suggests that UHD is on the way to reaching the *Strategic Plan's* goal of doubling the graduation rate by 2020. The first-year retention rate for transfer students also continued its upward trend of recent years, climbing to 71%, while the four-year graduation rate for transfer students increased by more than five points, reaching 64%.

Another indicator that UHD is on the right track involves developmental coursework. Over the past decade, the percentage of UHD students requiring developmental instruction has fallen by 33 points, while performance in development courses has improved. As an example, in examining the last two freshman cohorts, we find that the most recent group showed a 14% improvement in passing developmental math in the first three semesters.

Planning and budgeting at UHD, guided by the UH System goals, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. Division administrators then present their plans and related budget requests to the UHD Planning and Budget Development Committee (PBDC), which works to consolidate them into a single University Plan. The PBDC consists of 18 members including faculty, staff, and administrators. This group makes final recommendations to the president.

In determining which new initiatives to recommend for funding, the PBDC emphasized tying funding requests to the *UHD Strategic Plan 2020* and key indicators on UHD's Progress Card, such as the freshman six-year graduation rate. Highlights of the initiatives supporting these strategies include \$1.7 million to strengthen academic advising, career counseling, and diagnostic testing; \$800,000 in new scholarship funds; and more than \$300,000 to develop new high-impact educational experiences that will better engage students.

Summary of UH System goals and strategies UHD will use to address them

UHD's FY2014 plan addresses each of the UH System goals through these broad strategies. More detailed descriptions of specific initiatives appear in the sections of the plan devoted to each goal.

Student Access and Success

- Scholarship Support/Recruiting/Enrollment Services
- Strengthen Advising, Mentoring, Tutoring
- High-Impact Educational Experiences
- Recruit/Retain Highly Qualified Faculty
- Accommodate Continued Growth

National Competitiveness

- Support/Retain Faculty and Staff

Community Advancement

- Marketing/Community Awareness

University Infrastructure and Administration

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

UHD fully supports these UH System goals, and the initiatives in the FY2014 plan have been organized to make clear their contributions to achieving these goals. Throughout the FY2014 planning process, however, the principle guiding consideration of every initiative and reallocation was that it must contribute to student success. No one can doubt the positive impact of scholarship support, strong advising, and highly-qualified faculty engaging students in high-impact educational experiences. Respect and support from an engaged community add further to the institution's positive impact on students' lives and learning. Finally, a safe, inviting, and smoothly-functioning environment for learning is also an essential ingredient for student success.

Summary of Reallocations and Operating Efficiencies

While all universities must look to reallocations as a means of funding new initiatives, this is especially critical at UHD because of comparatively low state funding and tuition/fee rates:

Appropriated funds per FTE student (FY2012, from the THECB State Accountability System)

- Statewide average: \$5,871
- UH-Downtown: \$3,514

Average cost of resident undergraduate tuition/fees for 30 hours (FY2013, THECB)

- Statewide average: \$7,411
- UH-Downtown: \$5,997

In developing its budget for FY2014, UHD will reallocate more than \$1.5 million in order to positively impact student success. One initiative that provided significant funds for reallocation was the combining of the Division of Academic Affairs with the Division of Student Success and Enrollment Management. This resulted in the elimination of vice president and vice provost positions.

Primary sources of reallocated funds

- Eliminated positions \$270,320
- Funds redirected to new priorities \$1,257,024

Primary uses of reallocated funds

- Strengthening advising \$795,000
- Quality of student life \$320,000
- Supporting enrollment growth \$235,000

Most of the funds made available through reallocation were directed to reducing the student-to-advisor ratio from 600:1 to 400:1, closer to the national average. Reallocated funds are also being used to improve the quality of student life. Students will have more opportunities for engagement with each other through out-of-class activities supplementing in-class activities, and engagement with faculty through courses that have been redesigned to promote deeper involvement with one's learning. Finally, reallocated funds will help to maintain and increase the enrollment growth experienced in FY2013 as UHD enters an era marked by new admission standards and new prominence as a major opportunity in higher education.

UH System Goal of 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. UHD's steady growth is evidence of its success in expanding access and offering quality programs. Its Fall 2012 enrollment was an all-time high of 13,916, consisting of a student body that is 40% Hispanic, 28% African-American, 20% Anglo, and 9% Asian. UHD remains one of the most ethnically diverse universities in the state and the nation.

The 2,407 degrees awarded by UHD in FY2012 was almost double the 1,319 awarded ten years earlier. During that time minority graduates have increased by 108%.

Over 50% of UHD students who graduate are the first in their family to do so. Two-thirds are transfers from community colleges and other four-year institutions. The majority work while attending school, and over half attend on a part-time basis. Many would not be in higher education were it not for UHD.

In 2012 the Board approved UHD's request to initiate new admission standards, which will go into effect in Fall 2013. Our expectation is that improving retention through better advising, mentoring, and tutoring as well as expanding high-impact educational practices will offset any lost enrollment that may occur due to the new admission standards. While these standards could be a short-term drag on enrollment growth, in time they will transform UHD into a university of choice, paving the way for sustained growth.

UHD's retention strategy is built around improving advising, increasing scholarships, and expanding high-impact educational practices. The *High-Impact Practices Action Plan* serves as a guide for building on current best practices that focus on improving student success. High-impact initiatives in the FY2014 plan include new funds for establishing a Teaching and Learning Center, strengthening tutoring in the Academic Support Center, and expanding the concept behind UHD's award-winning Scholars Academy into a university-wide Honors Program.

FY2014 Budget Initiatives

- *Scholarship Support/Recruiting/Enrollment Services (\$896,976 New Funds, \$261,700 HEAF)*
UHD will add \$542,000 for institutional scholarships through the designated tuition set-aside program. We will also add \$150,000 in merit-based scholarships to our permanent budget and another \$150,000 in one-time funding with the intent of adding this amount to the permanent budget in FY2015. In FY2014 UHD students will have access to approximately \$43.5 million of non-loan financial aid, mostly in the form of Federal Pell Grants.
- *Strengthened Advising, Mentoring, Tutoring (\$1,716,497 New Funds)*
Over the last two years UHD has undertaken an aggressive campaign to dramatically improve the ways in which advising, mentoring, and tutoring services are provided to students. Indications are that it's working. In FY2013 the one-year retention rate for freshman students rose to 67.1%, an impressive increase of almost 8% over the previous year. In order to continue this progress, the most urgent need is hiring more academic advisors. Thirteen new academic advisors will be hired using reallocated funds and a grant from the Houston Endowment.

In addition to academic advisors, we are hiring two new career counselors to enhance another service that will promote retention and student success.

- *High-Impact Educational Experiences (\$305,000 New Funds)*
UHD's *Vision Statement* points to a future in which "all students are engaged in high-impact educational experiences." Many of the FY2014 initiatives arose from this vision. Central among them is a new, professionally-staffed Teaching and Learning Center, which will be the nerve center from which innovative ideas and practices flow to faculty and support staff throughout the University.

UHD's Academic Support Center assists students in strengthening their basic skills, especially in writing and math. In order to keep pace with growing enrollment and rising academic standards, new math and writing tutors and a Learning Support Specialist focusing on math will be hired in FY2014.

Participation in an honors program is a high-impact educational experience that has improved retention at many institutions including UHD.

- *Recruit/Retain Highly Qualified Faculty (\$1,326,725 New Funds)*
In FY2014 two tenured/tenure track (T/TT) faculty will be hired in Accounting and two in Psychology in order to keep up with enrollment growth university-wide and in these programs, which are among our largest and fastest growing. These new faculty will reduce inflated student-to-faculty ratios of 83:1 in Accounting and 56:1 in Psychology.

We will also hire eight new Instructional Faculty – full-time faculty whose responsibilities are weighted mostly toward teaching – which will help reduce UHD's reliance on adjunct faculty. Five of the new Instructional Faculty will teach in high growth areas on the Downtown campus.

UHD is establishing a permanent and committed presence at the new UHD Northwest site (SH249 in Cypress). An essential part of that effort is stationing full-time faculty at the site. Accordingly, three new Instructional Faculty will be assigned to teach in high growth areas (Business, Education, Interdisciplinary Studies) at UHD Northwest.

The FY2014 plan also provides \$250,000 to increase the rates paid to part-time faculty, upon whom UHD relies heavily, and \$92,000 to cover the cost of promotions in rank for full-time faculty.

- *Library Support (\$2,515,000 HEAF)*
These HEAF funds are allotted each year to maintain a strong library budget that can accommodate the costs of library materials, especially electronic materials. In the coming year the UHD library will also acquire materials to support new degree programs, including a bachelor's program in Geosciences and master's programs in Non-Profit Management and in Rhetoric and Composition.
- *Student Labs and Classroom Equipment (\$1,080,000 HEAF)*
These funds will be used for scheduled equipment upgrades in computing labs and to replace aging multimedia equipment and classroom presentation systems.
- *Accommodate Continued Growth (\$1,009,397 New Funds, \$122,000 HEAF)*
In the fall semester of FY2013 UHD experienced robust enrollment growth of 7.7%. To help maintain this growth, UHD will hire a Director of Enrollment Communications to strengthen communication between the University and prospective students.

The fastest growing segment of the student body is students taking classes online. The percentage of semester credit hours earned online has grown annually at double-digit rates and currently stands at 20%. To better serve the growing number of online students and to maintain this growth, three positions will be funded to support online instruction including one to provide after-hours support.

New funding will also allow for adding a position in Testing Services and expanding their facilities. These changes are in response to the growing need for on-site, proctored exams for online courses.

A lively, inviting campus outside the classroom fosters engagement between students and other members of the university community. Abundant evidence indicates that these features of university life contribute significantly to keeping students in school. Thus UHD's FY2014 plan provides funds for new positions in Student Activities and for a new Dean of Students.

Investment of FY2014 Resources in Student Access and Success Initiatives

	<u>New Funds</u>	<u>HEAF</u>	<u>Total</u>
Scholarship Support/Recruiting/Enrollment Services	\$896,976	\$261,700	\$ 1,158,676
Strengthened Advising, Mentoring, Tutoring	\$1,716,497		\$ 1,716,497
High-Impact Educational Experiences	\$305,000		\$305,000
Recruit/Retain Highly Qualified Faculty	\$1,326,725		\$1,326,725
Library Support		\$2,515,000	\$2,515,000
Student Labs and Classroom Equipment		\$1,080,000	\$1,080,000
Accommodate Continued Growth	\$1,009,397	\$122,000	\$1,131,397
	<hr/>		
Total	\$5,254,595	\$3,978,700	\$ 9,233,295

UH System Goal of National Competitiveness

Context

In this section on national competitiveness, it is worth repeating that UHD is among the nation's leaders in graduating students from groups with historically low levels of participation in higher education. However, the University's larger goal is to be a leader in graduating these students *in a timely manner*. UHD's *Vision Statement* identifies the central strategy for achieving this goal - by becoming a university "where all students are engaged in high-impact educational experiences."

Among high-impact educational experiences, few are more effective than providing students with opportunities to work directly with faculty in conducting research. At UHD, both graduate and undergraduate students are actively encouraged to undertake research projects. Going further, in UHD's nationally recognized Scholars Academy, students may apply for Student Research Stipends to support their research, often in collaboration with faculty co-investigators.

In FY2013 UHD's research support office was expanded from one person to three, led by an associate vice president. This change resulted in increased research activity as reflected on UHD's Progress Card. From FY2012 to FY2013, total research expenditures increased from about \$1.5 million to more than \$2.2 million, and grants obtained as an Hispanic Serving Institution increased from a little over \$2 million to more than \$5.6 million.

In recent years UHD has achieved prominence with its powerlifting team, providing a clear demonstration of how engaging students outside the classroom contributes to success inside the classroom. Over the last six years UHD's powerlifting team has performed extremely well in regional and national competitions. This has been a point of pride for the UHD community, but the best part of the story has been their strength in academics. All members of the team sign an agreement which states that "UHD Powerlifting puts academics first," and commit to maintaining a grade point average of at least 2.75 in order to stay on the team. The most recent fall-to-fall retention rate for freshmen on the team is 72%, comparing favorably with UHD's overall rate of 67%.

Competing on the national level requires excellent personnel. In recent years stagnant wages have made it difficult to recruit and retain the kind of high quality faculty and staff that are required to maximize student success. After four years in which base pay increases could be provided only once, in FY2011, it is important for UHD to address employee compensation in FY2014. Accordingly, UHD is committing \$2.5 million to establish a 5% pay raise pool that will be allocated based on a combination of merit and market-based criteria.

FY2014 Budget Initiatives

- *Retain Highly Qualified Faculty and Staff (\$2,500,000 New Funds)*

Investment of FY2014 Resources in National Competitiveness Initiatives

	<u>New Funds</u>	<u>HEAF</u>	<u>Total</u>
Retain Highly Qualified Faculty and Staff	\$2,500,000		\$2,500,000
Total	\$2,500,000		\$2,500,000

UH System Goal of Community Advancement

Context

UHD has been recognized by the Carnegie Foundation as a community-engaged institution, and also appears on President Obama's Community Service Honor Roll. UHD's Center for Public Service and Family Strengths works with faculty members to integrate community engagement and service learning activities, both high-impact educational experiences, throughout the curriculum.

An important part of UHD's strategy for community advancement is partnering with the City of Houston to strengthen the integration of the University into the downtown district. An example of this is UHD's leadership role in the city's annual celebration of Citizenship Month, which will occur this year in November. This volunteer-driven event celebrates Houston's civic engagement and broad diversity through events across the city.

Another example of this partnership, which also presents an opportunity for national recognition, is campus development. With its distinctive location and mission, UHD has the potential to be a model urban university. As UHD sits on the bank of the historic Buffalo Bayou, in the shadow of the spectacular skyline of the nation's fourth largest city, and served at its front door by an expanding light rail network, that potential is already taking shape. UHD will continue its cooperation with the City of Houston on various projects including walkways alongside the bayous, development of Allen's Landing, and the *Hike & Bike* paths that will be completed in the coming year, improving pedestrian connectivity around campus and integration with the downtown area. With more to come, UHD has the opportunity to create something very special with its campus that will one day garner national attention.

All of these activities are bringing greater prominence to UHD throughout the Houston community. UHD's marketing campaign both contributes to, and takes advantage of, this greater prominence in order to stimulate new interest in the University. In recent years UHD has increased its budget for marketing and the investment has paid impressive dividends. A strong argument can be made that UHD's highly successful *Major Opportunity* marketing campaign contributed greatly to the University's 7.7% enrollment increase in Fall 2012. So for FY2014, UHD will add \$300,000 to the permanent budget to maintain these efforts, and an additional one-time commitment of \$150,000 represents a down payment on additional permanent funding in FY2015.

FY2014 Budget Initiatives

- *Marketing/Community Awareness (\$522,000 New Funds)*
UHD seeks to build upon the momentum of its highly successful *Major Opportunity* campaign by adding to the permanent budget for marketing the University. A one-time commitment of \$150,000 will lend additional support to the marketing campaign.

Investment of FY2014 Resources in Community Advancement Initiatives

	<u>New Funds</u>	<u>HEAF</u>	<u>Total</u>
Marketing/Community Awareness	\$522,000		\$522,000
<hr/> Total	<hr/> \$522,000		<hr/> \$522,000

University Infrastructure and Administration

Context

In order to maintain and enhance an environment in which students can succeed, in FY2014 UHD seeks to strengthen the physical and personnel infrastructure that was impacted by reduced state appropriations in FY2012 and FY2013. In 2011 Texas faced a \$27 billion revenue shortfall. For UHD this resulted in a general revenue reduction of \$9 million for FY2012 and FY2013 from what was received in the previous biennium. To deal with these reductions, UHD made dramatic adjustments, eliminating 38 positions and cutting operating budgets. As Texas emerges from this difficult four-year period, we are seeing modest increases in state support. At UHD some of this money will be used to shore up areas that had been degraded because of earlier reductions.

Permanent funding will be restored for routine expenses that were temporarily shifted to soft money sources in order to deal with reductions. The FY2014 plan restores funding for maintenance and operations budgets that pay for basic day-to-day operations. The budget also invests in the physical, technological, and administrative systems that support UHD's mission by hiring personnel in key areas. While the actual amount of crime committed on campus is relatively low, in FY2013 UHD added two positions to the Police Department, and next year's budget provides funding to further enhance security. UHD's website must be redesigned every five to six years. While this project will be paid for using one-time fund balances, the budget provides funds to hire personnel who will support the project.

Finally, two major capital projects have been initiated. Even though they are not part of the FY2014 operational budget, they are essential parts of UHD's student success and enrollment growth strategies. To accommodate UHD's aggressive campaign to improve student advising, a new Advising Center is under construction and will open in Spring 2014.

Also, a new Welcome Center will open in Fall 2014, providing an attractive and inviting point-of-entry to the University. This project includes space for student service units on top of the new Faculty/Staff Garage. This will create a more unified one-stop student service experience.

FY2014 Budget Initiatives

- *Ongoing Physical Plant Maintenance and Upgrades (\$152,000 New Funds, \$36,114 Fund Balance, \$1,363,168 HEAF)*
UHD routinely uses HEAF funds for certain facilities maintenance and small renovation needs that arise during the year. In FY2014 major expenditures will include \$200,000 to upgrade the heating and air conditioning system in the One Main Building, and \$400,000 for roof-related projects. Facilities Management will also add a laborer position and an Energy Management System Technician.
- *Ongoing Technology Maintenance and Upgrades (\$246,906 New Funds, \$1,355,000 HEAF)*
The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. Substantial investments each year maintain the University's network and servers. This year UHD is allocating \$775,000 for network infrastructure including a one-time \$250,000 supplement to upgrade 10G infrastructure.

Two new positions, a Webmaster and a Business Administrator, will be added in IT. The Webmaster is a critical part of the plan to redesign the UHD website.

- *Faculty/Staff Technology Support (\$665,000 HEAF)*
UHD ensures systematic and cost-effective upgrades of hardware and software through centralized purchases in order to provide faculty and staff with the basic level of computing support needed to effectively perform job responsibilities. The University also invests each year to maintain a high level of technology in the Technology Teaching and Learning Center, which is a vital faculty resource.
- *Providing Campus Security (\$52,986 New Funds, \$193,000 HEAF)*
Expenditures for enhancing security include increased video coverage, replacement of a Police Department vehicle, and upgrading the defensive weaponry available to University Police in the event of an emergency.
- *General Administration and Operations (\$754,928 New Funds, \$300,000 Fund Balance, \$230,236 HEAF)*
This category covers funding to maintain normal operations. For FY2014 it includes increases in property insurance, the UH System service charge, a Contract Administrator, a Sports Coordinator, costs for an outsourced call center, \$250,000 in maintenance and operations support allocated by formula, and a \$200,000 contingency for a new Senior VP for Academic and Student Affairs to adjust staffing in that office. HEAF funds will also be used to purchase a new vehicle for Mail Services, a new UHD pool van, and a lift to be used to access high-mounted light fixtures.

The budget also includes \$164,000 in HEAF funds allocated to administrative units each year for small capital needs arising throughout the year.

Investment of FY2014 Resources in University Infrastructure and Administration

	<u>New Funds</u>	<u>Fund Balance</u>	<u>HEAF</u>	<u>Total</u>
Ongoing Physical Plant Maintenance & Upgrades	\$152,000	\$36,114	\$1,363,168	\$1,551,282
Ongoing Technology Maintenance & Upgrades	\$246,906		\$1,355,000	\$1,601,906
Faculty/Staff Technology Support			\$665,000	\$665,000
Provide Campus Security	\$52,986		\$193,000	\$245,986
General Administration and Operations	\$1,054,928		\$230,236	\$1,285,164
	<hr/>			
Total	\$1,506,820	\$36,114	\$3,806,404	\$5,349,338

University of Houston-Downtown
Appendix A - Allocation of New FY 2014 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ 1,830,222
2 Subtotal General Revenue	<u>1,830,222</u>
Tuition and Fees	
3 Statutory Tuition	1,033,136
4 Designated Tuition	4,496,313
5 Mandatory Fees	196,401
6 Subtotal Tuition and Fees	<u>5,725,850</u>
Other	
7 Fund Balance	200,000
8 Endowment Income	500,000
9 Subtotal Other	<u>700,000</u>
10 Total Net Revenue	<u><u>\$ 8,256,072</u></u>

<u>Reallocations/Reductions</u>	B
1 Acad Affairs/Student Success & Enroll Mgt	\$ (1,527,344)
Subtotal - Reallocations/Reductions	<u><u>\$ (1,527,344)</u></u>

<u>Priority/Initiative Allocations</u>	C
Priority 1. Student Access and Success	
2 Scholarship Support/Recruiting/Enroll. Services	\$ 896,976
3 Strengthened Advising, Mentoring, Tutoring	1,716,497
4 High-Impact Educational Experiences	305,000
5 Recruit/Retain Highly Qualified Faculty	1,326,725
6 Accommodate Continued Growth	1,009,397
7 Subtotal - Student Access and Success	<u>5,254,595</u>
Priority 2. National Competitiveness	
8 Support/Retain Faculty/Staff	2,500,000
9 Subtotal - National Competitiveness	<u>2,500,000</u>
Priority 3. University Infrastructure & Administration	
10 Ongoing Physical Plant Maint. & Upgrades	152,000
11 Ongoing Technology Maint. & Upgrades	246,906
12 Provide Campus Security	52,986
13 General Administration & Operations	1,054,929
14 Subtotal - University Infrastructure & Administration	<u>1,506,821</u>
Priority 4. Community Advancement	
15 Marketing/Community Awareness	522,000
16 Subtotal - Community Advancement	<u>522,000</u>
17 Total Priority/Initiative Allocations	<u><u>\$ 9,783,416</u></u>

18 Total Net Reductions and New Allocations	<u><u>\$ 8,256,072</u></u>
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University of Houston-Downtown
Appendix B - Allocation of FY 2014 HEAF

<u>FY14 Allocation</u>	
HEAF	\$ 7,435,238
plus: FY10 Hold-back	349,866
Total Available	<u>\$ 7,785,104</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access & Success	
Scholarship Support/Recruiting/Enroll. Services	\$ 261,700
Library Support	2,515,000
Student Labs and Classroom Equipment	1,080,000
Accommodate Continued Growth	122,000
Subtotal	<u>\$ 3,978,700</u>
Priority 3. University Infrastructure & Administration	
Ongoing Physical Plant Maintenance & Upgrades	\$ 1,363,168
Ongoing Technology Maintenance & Upgrades	1,355,000
Faculty/Staff Technology Support	665,000
Provide Campus Security	193,000
General Administration & Operations	230,236
Subtotal	<u>\$ 3,806,404</u>
Total New Investments	<u>\$ 7,785,104</u>

University of Houston-Downtown

Appendix C - Projected Availability of Scholarships and Grants

	FY2013	FY2014
TEXAS Grant	\$ 6,275,000	\$ 7,301,667
Texas Public Education Grants (TPEG)	1,943,841	2,001,584
Designated Tuition - Scholarship Set-Asides (20%)	2,957,686	3,494,717
<u>Institutional Scholarships</u>		
UHD endowed scholarship funds:		
Scholarship Match - Jeff Davis program	\$ 40,000	\$ 67,000
AMP Match - Scholars Academy	129,152	100,000
Red Rose Scholarships funded through endowments	21,878	62,294
All other UHD endowed scholarship funds	487,440	489,100
Incentive/Achievers Scholarship Funds	350,000	500,000
	\$ 1,028,470	\$ 1,218,394
UHD portion of shared UH System scholarship endowments	\$ 26,000	\$ 25,000
Autrey, Cullen Leadership, Cullinan, Int'l Paper		
Endowed scholarships held at the UH Foundation	\$ 117,700	\$ 113,750
Dykes, A/B, Engel, Wood & Hearst-UHD, Hugh Roy Cullen-UHS		
<u>Non-Endowed Scholarships</u>		
Teacher Education Scholarships - Cain	\$ 100,000	\$ 166,000
Red Rose Scholarships	53,122	12,706
Deans' Transfer Scholarships	40,000	40,000
100 Club Scholarships	250,000	300,000
	\$ 443,122	\$ 518,706
Total	\$ 12,791,819	\$ 14,673,818

Note: UHD expects to process over \$29 million in PELL, SEOG, and CWSP grants in FY2014.

University of Houston-Downtown

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	Historical	-----Change-----			Current	-----Change-----			New
	FY2012 Budget	Dollars	Percent		FY2013 Budget	Dollars	Percent		FY2014 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 24.5	\$ (0.2)	-0.6%		\$ 24.4	\$ 2.4	9.8%		\$ 26.8
2 HEAF	6.7	(0.2)	-2.4%		6.5	(0.5)	-7.1%		6.1
3 Tuition & Fees	64.9	3.3	5.1%		68.2	5.8	8.5%		74.0
4 Other Operating (Auxiliaries)	8.3	1.2	14.1%		9.5	(1.1)	-11.3%		8.4
5 Contracts & Grants (Restricted)	34.9	3.6	10.2%		38.5	0.1	0.2%		38.6
6 Endowments/Gifts (Restricted)	4.0	(0.4)	-9.1%		3.7	0.8	20.6%		4.4
7 Total Sources	\$ 143.5	\$ 7.4	5.1%		\$ 150.8	\$ 7.5	5.0%		\$ 158.3
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 28.5	\$ 0.6	2.1%		\$ 29.1	\$ 1.6	5.3%		\$ 30.6
9 Salaries and Wages - Staff	28.3	1.7	6.1%		30.1	3.2	10.7%		33.3
10 Benefits	14.4	0.6	4.5%		15.1	0.3	2.2%		15.4
11 M&O	23.1	0.4	1.5%		23.5	0.6	2.5%		24.0
12 Capital	7.6	(0.3)	-4.2%		7.2	(0.6)	-7.8%		6.7
13 Scholarships	39.1	4.4	11.4%		43.5	1.9	4.4%		45.4
14 Debt Service	0.3	0.0	0.0%		0.3	0.5	166.8%		0.7
15 Utilities	2.3	(0.1)	-4.4%		2.2	-	0.0%		2.2
17 Total Uses	\$ 143.5	\$ 7.4	5.1%		\$ 150.8	\$ 7.5	5.0%		\$ 158.3
<u>Capital Facilities Budget</u>									
Source of Funds									
18 HEAF	\$ 0.7	\$ 0.2	22.0%		\$ 0.9	\$ 0.5	52.0%		\$ 1.4
19 Bonds	-	-			-	6.3			6.3
20 Gifts	-	-			-	0.3			0.3
21 Other	-	0.7			0.7	8.8	1310.8%		9.5
22 Total Sources	\$ 0.7	\$ 0.8	113.4%		\$ 1.6	\$ 15.8	1005.6%		\$ 17.3
Use of Funds by Object									
24 Major Rehabilitation	\$ 0.6	\$ 0.9	147.1%		\$ 1.6	\$ 15.8	1005.6%		\$ 17.3
25 Acquisitions	0.1	(0.1)	-100.0%		-	-			-
26 Total Uses	\$ 0.7	\$ 0.8	113.4%		\$ 1.6	\$ 15.8	1005.6%		\$ 17.3
<u>Total Operating, Restricted and Capital Budget</u>									
27	\$ 144.2	\$ 8.2	5.7%		\$ 152.4	\$ 23.3	15.3%		\$ 175.7

University of Houston-Downtown
Table 2 - Operations

Source of Funds	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 19,555,858	\$ 1,830,222	9.4%	\$ 21,386,080
Special Items	397,531			397,531
Less: Estimated Rider Reduction	(470,900)	(33,100)	7.0%	(504,000)
State Benefits Appropriation	4,851,440	569,247	11.7%	5,420,687
Dedicated Appropriations-TX College Work Study	60,587	19,008	31.4%	79,595
Subtotal State General Revenue Appropriations	24,394,516	2,385,377	9.8%	26,779,893
Tuition and Fees				
Statutory & Graduate Premium	17,957,528	981,136	5.5%	18,938,664
Lab/other Student Fees	95,000	(95,000)	-100.0%	-
Subtotal Tuition and Fees	18,052,528	886,136	4.9%	18,938,664
HEAF	7,435,238			7,435,238
Income on State Treasury Deposits	15,000	(5,000)	-33.3%	10,000
Fund Balance	774,866	(200,000)	-25.8%	574,866
Subtotal General Funds	50,672,148	3,066,513	6.1%	53,738,661
Designated				
Tuition and Fees				
Designated Tuition - General	31,907,737	3,908,603	12.2%	35,816,340
Designated Tuition - Differential	372,580	81,808	22.0%	454,388
Library Fee	1,931,412	71,991	3.7%	2,003,403
Technology Fee	4,189,311	160,421	3.8%	4,349,732
Major/Department/Class Fees	6,422,362	515,902	8.0%	6,938,264
Subtotal Tuition and Fees	44,823,402	4,738,725	10.6%	49,562,127
Indirect Cost	332,855	(199,906)	-60.1%	132,949
Investment Income on Non-Endowed Funds	500,000	(60,000)	-12.0%	440,000
Endowment Income	35,916	756	2.1%	36,672
Contracts / Grants / Gifts	36,124	144	0.4%	36,268
Self Supporting Organizations/Others	1,713,000	857,500	50.1%	2,570,500
Fund Balance	3,719,698	(1,986,284)	-53.4%	1,733,414
Subtotal Designated Funds	51,160,995	3,350,935	6.5%	54,511,930
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,065,898	141,748	3.5%	4,207,646
Recreation and Wellness Center	1,143,853	43,653	3.8%	1,187,506
Other Student Fees	147,000	(5,500)	-3.7%	141,500
Subtotal Student Fees	5,356,751	179,901	3.4%	5,536,652
Sales & Service - Parking	1,676,850			1,676,850
Sales & Service - Athletics/Hotel/UC/Other	1,196,258	(4,000)	-0.3%	1,192,258
Fund Balance	143,881	59,911	41.6%	203,792
Subtotal Auxiliary Funds	8,373,740	235,812	2.8%	8,609,552
Total Current Operating Funds	110,206,883	6,653,260	6.0%	116,860,143
Interfund Transfer	(1,568,814)	(3,376)	0.2%	(1,572,190)
Total Sources	\$ 108,638,069	\$ 6,649,884	6.1%	\$ 115,287,953
Use of Funds by Object				
Salaries and Wages	\$ 57,640,216	\$ 4,743,097	8.2%	\$ 62,383,313
Benefits	14,769,574	309,674	2.1%	15,079,248
M&O	19,578,445	702,001	3.6%	20,280,446
Capital	7,237,834	(567,898)	-7.8%	6,669,936
Scholarships	6,963,143	1,006,133	14.4%	7,969,276
Debt Service	273,857	456,877	166.8%	730,734
Utilities	2,175,000			2,175,000
Total Uses	\$ 108,638,069	\$ 6,649,884	6.1%	\$ 115,287,953

University of Houston-Downtown
Table 3 - Restricted

Source of Funds	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 3,414,540	\$ (415,382)	-12.2%	\$ 2,999,158
Financial Aid	35,090,460	510,599	1.5%	35,601,059
Gifts	1,232,000	538,584	43.7%	1,770,584
Endowment Income	395,685	244,147	61.7%	639,832
Other Restricted	1,849,821	(34,351)	-1.9%	1,815,470
Total Current Operating Funds	41,982,506	843,597	2.0%	42,826,103
Interfund Transfer	191,501	6,400	3.3%	197,901
Total Sources	\$ 42,174,007	\$ 849,997	2.0%	\$ 43,024,004
Use of Funds by Object				
Salaries and Wages	\$ 1,467,829	\$ 38,621	2.6%	\$ 1,506,450
Benefits	281,952	22,576	8.0%	304,528
M&O	3,883,723	(118,387)	-3.0%	3,765,336
Scholarships	36,540,503	907,187	2.5%	37,447,690
Total Uses	\$ 42,174,007	\$ 849,997	2.0%	\$ 43,024,004

University of Houston-Downtown

Table 4 - Capital Projects

	Project to Date (1)	FY2014 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
					HEAF	Revenue Bonds	Gifts	Other	
Major Repair and Rehabilitation									
	Girard Parking Garage & Welcome Center Project	\$ 517,635	\$ 15,982,365	\$ -	\$ 16,500,000	\$ -	\$ 6,250,000	\$ 250,000	\$ 10,000,000
	Other Renovations		350,000	-	350,000	350,000			
	Academic Building Roof Refurbish		150,000	-	150,000	150,000			
	AHU/DDC Controls		150,000	-	150,000	150,000			
	OMB South Tower Roof Refurbishing		250,000	-	250,000	250,000			
	Projects Budgeted Annually								
	Capital Renewal Deferred Maintenance		463,168	-	463,168	463,168			
	Subtotal Major Repairs & Rehabilitation	\$ 517,635	\$ 17,345,533	\$ -	\$ 17,863,168	\$ 1,363,168	\$ 6,250,000	\$ 250,000	\$ 10,000,000
Total		\$ 517,635	\$ 17,345,533	\$ -	\$ 17,863,168	\$ 1,363,168	\$ 6,250,000	\$ 250,000	\$ 10,000,000

(1) Project expenditures to date, estimated through August 31, 2013

University of Houston-Downtown

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2013 Budget	-----Change-----		FY2014 Budget
		FTE	Percent	
Faculty	246	8	3.3%	254
Part-time Faculty	213	20	9.4%	233
Professional Staff	312	21	6.7%	333
Classified Staff	243			243
Temporary Staff	122	(2)	-1.6%	120
Total	1,136	47	4.1%	1,183

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

	FY2010	FY2011	FY2012	FY2013	FY2014	FY14 vs FY13
	Actuals	Actuals	Actuals	Budget	Budget	Change
Semester Credit Hours						
Lower Division	128,801	133,169	132,947	137,713	143,799	6,086
Upper Division	148,398	148,921	152,977	152,645	158,392	5,747
Masters	2,169	2,061	2,840	3,488	3,664	176
Total	<u>279,368</u>	<u>284,151</u>	<u>288,764</u>	<u>293,846</u>	<u>305,855</u>	<u>12,009</u>
Semester Credit Hours-On/Off Campus						
On Campus	233,411	229,775	214,788	226,438	229,392	2,954
Off Campus	45,957	54,376	73,976	67,408	76,463	9,055
Total	<u>279,368</u>	<u>284,151</u>	<u>288,764</u>	<u>293,846</u>	<u>305,855</u>	<u>12,009</u>
Fall Headcount	12,742	12,900	12,918	13,176	14,055	879
Fall FTE	8,315	8,335	8,508	8,644	9,249	605

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

	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Sources				
Current Year Appropriations	\$ 4,096,898	\$ 152,748	3.7%	\$ 4,249,646
Remissions/Exemptions	(31,000)	(11,000)	35.5%	(42,000)
Other Income	287,000	1,000	0.3%	288,000
Budgeted Fund Balance	66,128	36,002	54.4%	102,130
Total Sources	\$ 4,419,026	\$ 178,750	4.0%	\$ 4,597,776
Allocations				
Admissions Office	\$ 138,430	\$ 8,145	5.9%	\$ 146,575
Banner Financial Aid Maintenance	14,000	-		14,000
Bayou Review	10,500	-		10,500
Call Center	200,000	100,000	50.0%	300,000
Campus Activities Board	56,100	-		56,100
Campus Information Center	46,992	2,641	5.6%	49,633
Career Services	300,348	93,220	31.0%	393,568
Clubs and Organizations	89,487	10,000	11.2%	99,487
Disabled Student Services	19,796	(19,796)	-100.0%	-
Drama Production	46,025	-		46,025
Financial Aid Office	1,230,316	(83,872)	-6.8%	1,146,444
Graduation/Diplomas	170,400	(5,000)	-2.9%	165,400
Handbook	8,000	-		8,000
International Programs	82,288	-		82,288
One Main Events	38,000	-		38,000
Registrar	239,487	12,586	5.3%	252,073
Software Consulting	16,422	(8,997)	-54.8%	7,425
Student Assistance Program	213,282	7,000	3.3%	220,282
Student Awards	3,300	-		3,300
Student Contingency	13,000	-		13,000
Student Government	34,945	13,000	37.2%	47,945
Student Health Services	339,837	10,000	2.9%	349,837
Student Activities	307,584	79,037	25.7%	386,621
Student Newspaper	35,870	(4,000)	-11.2%	31,870
Student Services	34,552	177,091	512.5%	211,643
UHD Connections	-	30,000	na	30,000
Utilities/Other Overhead	112,195	927	0.8%	113,122
Veterans Services	108,331	10,382	9.6%	118,713
Enrollment Management	489,539	(253,614)	-51.8%	235,925
Welcome Week	20,000	-		20,000
Total Allocations	\$ 4,419,026	\$ 178,750	4.0%	\$ 4,597,776

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

Use of Funds by Organization	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
President	\$ 1,200,539	\$ (4,458)	-0.4%	\$ 1,196,081
Advancement & External Relations	2,124,455	436,967	20.6%	2,561,422
Employment Services and Operations	1,354,221	59,109	4.4%	1,413,330
Academic & Student Affairs				
Administration (Provost)	5,492,808	(925,485)	-16.8%	4,567,323
Business Administration	10,269,992	1,635,572	15.9%	11,905,564
Humanities and Social Sciences	11,861,912	486,916	4.1%	12,348,828
Public Service	6,019,793	278,217	4.6%	6,298,010
Sciences and Technology	8,151,926	376,899	4.6%	8,528,825
Advising and Mentoring	-	1,701,052	na	1,701,052
University College	1,972,724	(450,464)	-22.8%	1,522,260
Enrollment Management	-	5,794,090	na	5,794,090
Student Life	-	3,826,407	na	3,826,407
Subtotal: Academic & Student Affairs	43,769,155	12,723,204	29.1%	56,492,359
Scholarships	6,042,442	1,503,551	24.9%	7,545,993
Library	4,592,972	(44,862)	-1.0%	4,548,110
Continuing Education	868,314	4,074	0.5%	872,388
Administration				
Administration (VP Administration)	528,137	60,537	11.5%	588,674
Budget and Procurement	515,757	31,765	6.2%	547,522
Business Affairs	1,862,648	(76,661)	-4.1%	1,785,987
Information Technology	-	13,476,598	na	13,476,598
Computing and Telecommunication	8,342,961	(8,342,961)	-100.0%	-
Academic Computing	4,319,726	(4,319,726)	-100.0%	-
Physical Plant	6,315,242	42,174	0.7%	6,357,416
Risk Management & Compliance	400,606	87,742	21.9%	488,348
University Business Services	1,065,781	117,825	11.1%	1,183,606
Emergency Management	-	96,438	na	96,438
Utility	2,175,000			2,175,000
Subtotal: Administration	25,525,858	1,173,731	4.6%	26,699,589
Student Affairs				
Administration (Student Affairs)	1,717,704	(1,717,704)	-100.0%	-
Enrollment Services	4,422,031	(4,422,031)	-100.0%	-
Student Support Services	1,461,231	(1,461,231)	-100.0%	-
Student Life	1,423,707	(1,423,707)	-100.0%	-
Subtotal: Student Affairs	9,024,673	(9,024,673)	-100.0%	-
Staff Benefits	8,293,441	385,246	4.6%	8,678,687
Community Development	397,531			397,531
Unallocated	-	1,028,563	na	1,028,563
System Service Charges	1,464,117	127,020	8.7%	1,591,137
Insurance Premium	397,915	71,908	18.1%	469,823
Debt Service	273,857	456,877	166.8%	730,734
Fund Balance Contingency	3,308,579	(2,246,373)	-67.9%	1,062,206
Total Uses	\$ 108,638,069	\$ 6,649,884	6.1%	\$ 115,287,953

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

Use of Funds by Organization	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
President	\$ 5,000	\$ 876	17.5%	\$ 5,876
Advancement & External Relations	-	2,067	na	2,067
Academic & Student Affairs				
Administration (Provost)	240,189	(96,182)	-40.0%	144,007
Business Administration	525,038	(150,286)	-28.6%	374,752
Humanities and Social Sciences	71,603	5,497	7.7%	77,100
Public Service	659,519	(121,722)	-18.5%	537,797
Sciences and Technology	1,859,152	(428,087)	-23.0%	1,431,065
Advising and Mentoring	-	500,000	na	500,000
University College	169,000	1,402,852	830.1%	1,571,852
Student Life	-	34,039	na	34,039
Subtotal: Academic Affairs & Student Affairs	3,524,501	1,146,111	32.5%	4,670,612
Scholarships	35,768,053	760,426	2.1%	36,528,479
Administration	176,435	(174,935)	-99.1%	1,500
Student Affairs	850,197	(850,197)	-100.0%	
Fund Balance Contingency	1,849,821	(34,351)	-1.9%	1,815,470
Total Uses	\$ 42,174,007	\$ 849,997	2.0%	\$ 43,024,004

Memo To: All UH-Downtown/PS Holders
From: William Flores, President
Subject: Faculty Teaching Workload

UH-Downtown/PS 10.A.04
Issue No. 5
Effective Date: 09/01/10
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 original on file in Employment Services and Operations.

7. POLICY HISTORY

Issue #3: 3/1/86

Issue #4: 1/1/07

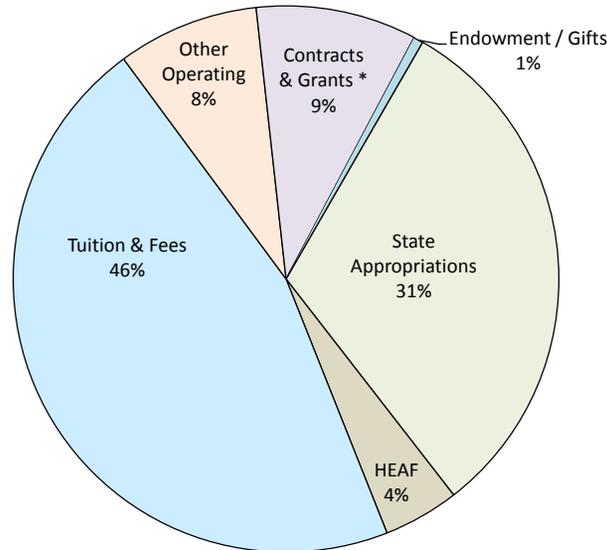
8. REFERENCES

There are no references associated with this policy.

UH-Victoria Budget

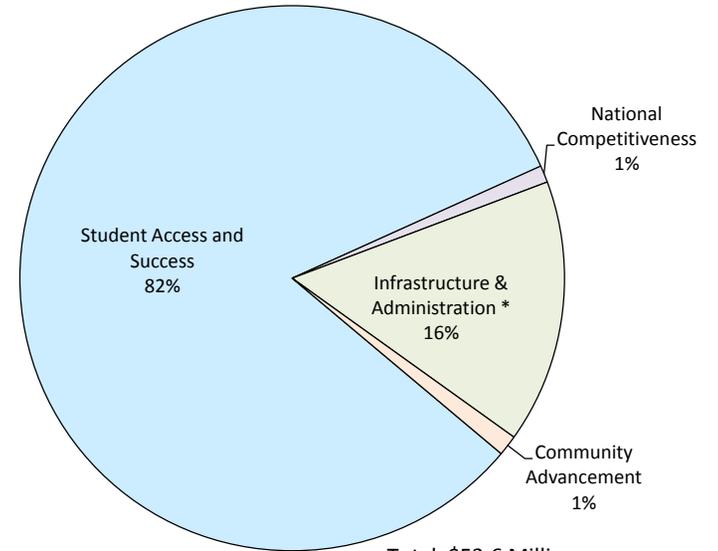
FY2013

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$53.6 Million

Operating Budget Use of Funds

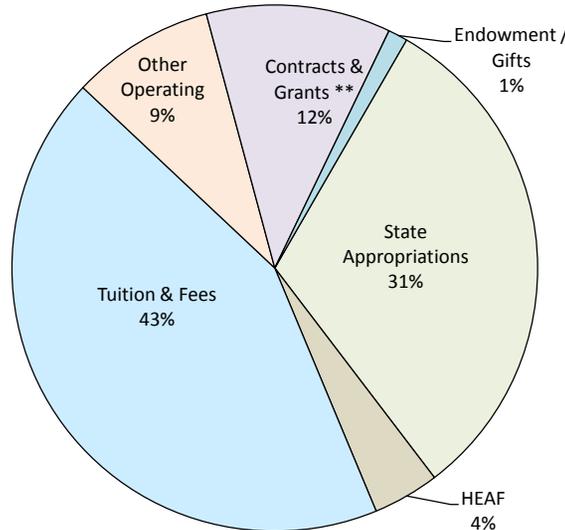


Total \$53.6 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 53.6
Capital Facilities	24.8
Total	\$ 78.4

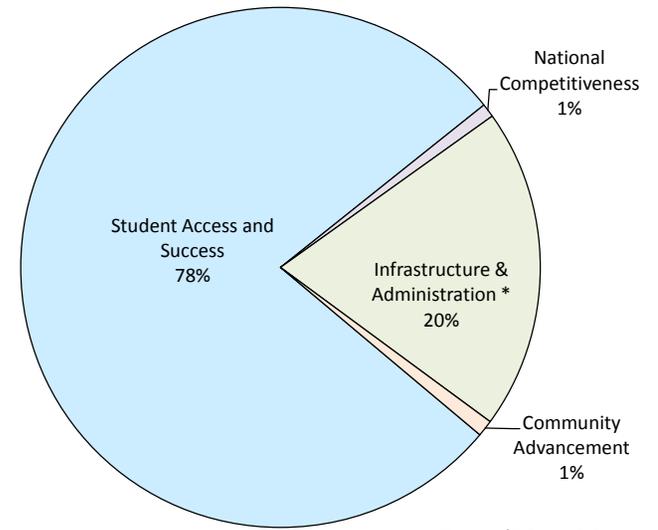
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$59.1 Million

Operating Budget Use of Funds



Total \$59.1 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 59.1
Capital Facilities	9.9
Total	\$ 69.0

UH-Victoria Operating Budget
Revenues FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 State Appropriations *	\$ 18.8	\$ 18.9	\$ 16.7	\$ 16.7	\$ 18.5
2 HEAF	2.3	2.3	2.4	2.4	2.4
3 Tuition & Fees	17.2	20.5	22.4	24.6	25.6
4 Other Operating	0.6	1.8	3.5	4.5	5.2
5 Contracts & Grants **	7.1	7.8	4.0	5.1	6.7
6 Endowment / Gifts	0.7	0.6	0.3	0.3	0.7
7 Total	<u>\$ 46.7</u>	<u>\$ 51.9</u>	<u>\$ 49.3</u>	<u>\$ 53.6</u>	<u>\$ 59.1</u>

* Includes the move of debt service to UHSA beginning FY2012

** Includes Federal financial aid

UH-Victoria Operating Budget
Expenditures FY2010 - FY2014
\$ in Millions

	A 2010 Actual	B 2011 Actual	C 2012 Actual	D 2013 Budgeted	E 2014 Proposed
1 Student Access and Success	\$ 31.5	\$ 39.2	\$ 40.5	\$ 42.8	\$ 46.2
2 National Competitiveness	0.1	1.2	0.5	0.5	0.5
3 Infrastructure & Administration *	7.6	12.4	7.7	9.7	11.8
4 Community Advancement	0.8	0.5	0.6	0.6	0.6
5 Total	<u>\$ 40.0</u>	<u>\$ 53.3</u>	<u>\$ 49.3</u>	<u>\$ 53.6</u>	<u>\$ 59.1</u>

* Includes Federal financial aid

**UH-Victoria
FY2014 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2014 Total	FY 2013 Total
1 Cost of Goods Sold			\$ -	\$ -	\$ -	\$ -	\$ -			\$ -	\$ -	\$ -
2 Tenure Track Faculty	7,950,238	-	43,380	7,993,618	-	-	-	-	-	-	7,993,618	7,886,895
3 Non-Tenure Track Faculty	2,138,162	-	19,251	2,157,413	-	-	-	-	-	-	2,157,413	1,939,128
4 Adjunct Faculty	864,443	-	77,930	942,373	-	-	-	-	-	-	942,373	927,713
5 Graduate Assistant	49,000	3,900	-	52,900	-	-	1,200	-	-	-	54,100	49,000
6 Exempt Staff	2,549,892	112,485	1,962,280	4,624,657	385,989	1,993,198	2,449,663	185,573	-	-	9,639,080	9,452,440
7 Non-Exempt Staff	319,364	-	434,762	754,126	110,923	427,343	431,992	477,053	-	12,716	2,214,153	2,388,438
8 Student Employees	9,786	-	81,702	91,488	3,500	33,249	14,440	-	-	-	142,677	138,122
9 Summer Instruction Salaries	1,539,260	-	-	1,539,260	-	-	-	-	-	-	1,539,260	1,552,772
10 Benefits	3,645,725	25,282	162,898	3,833,905	656,821	641,835	856,950	261,303	-	1,278	6,252,092	5,743,143
11 Subtotal	19,065,870	141,667	2,782,203	21,989,740	1,157,233	3,095,625	3,754,245	923,929	-	13,994	30,934,766	30,077,651
12 Capital	668,900	-	397,439	1,066,339	-	-	629,823	130,163	-	-	1,826,325	2,393,921
13 M&O	1,760,616	6,869	2,983,462	4,750,947	108,235	2,297,433	2,704,506	1,149,594	1,299,920	1,924,831	14,235,466	12,987,313
14 Travel & Business Expense	346,232	8,235	139,395	493,862	57,662	111,281	97,770	5,189	-	1,048	766,812	673,679
15 Debt Service	-	-	-	-	-	-	83,152	-	-	1,518,440	1,601,592	
16 Utilities	-	-	-	-	-	-	0	500,000	-	-	500,000	
17 Scholarship & Fellowship	-	-	-	-	-	219,234	252,360	-	8,743,821	-	9,215,415	7,491,575
18 Subtotal	2,775,748	15,104	3,520,296	6,311,148	165,897	2,627,948	3,767,611	1,784,946	10,043,741	3,444,319	28,145,610	23,546,488
19 Total Expenditure Budget	\$ 21,841,618	\$ 156,771	\$ 6,302,499	\$ 28,300,888	\$ 1,323,130	\$ 5,723,573	\$ 7,521,856	\$ 2,708,875	\$ 10,043,741	\$ 3,458,313	\$ 59,080,376	\$ 53,624,139

6.4

University of Houston-Victoria

Mission and Goals

UHV Mission

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 Goals

- *Teaching and Learning*

UHV will provide high-quality instruction and learning support in all degree programs, with emphasis on outreach, collaboration, and responsiveness to the needs of the communities it serves.

- *Research, Scholarly Activities and External Grant Funding*

UHV will contribute through research and scholarly activities to the advancement of knowledge in academic and professional fields, 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.

- *Community Engagement and Partnerships*

UHV will help to serve the regional needs for access to information resources and professional expertise. The university will collaborate with other educational, entrepreneurial, governmental, and non-profit entities in promoting the educational, economic, and cultural development of the region.

- *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 leaders of tomorrow, with an emphasis on student access and success, as well as student participation through athletics, student organizations and academic success initiatives.

- *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.

- *University Advancement and Development*

UHV will complement public support of the institution with private support; provide accurate and timely

information to institutional constituencies; expand the donor base; enhance positive visibility within the region; and, build a strong alumni community.

- *Planning, Assessment, and Accountability*

UHV will maintain systematic processes for planning and budgeting, for institutional and employee assessment, and for professional development. UHV will strive for greater accountability and transparency to stakeholders.

- *Growth and Program Expansion*

UHV will continue to expand its reach and services as a destination campus.

University Priorities

OVERVIEW

The University of Houston-Victoria is a four-year, Master's comprehensive institution. During fall 2012 total enrollment equaled 4,335 students, which was a 1% increase over fall 2011. Many UHV students work full-time or part-time, and they take an average of 8 credits per semester. Currently, UHV is organized into four schools (Arts and Sciences, Business Administration, Education and Human Development, and Nursing) and offers 24 bachelors and 14 master's degrees. UHV awarded 1051 degrees in 2012, including 619 bachelors and 432 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. The university is particularly sensitive to the needs of its community college partners, and has signed or is finalizing new general 2+2 agreements with Victoria College, HCC-Northwest, and Wharton County Junior College. UHV also intends to expand program offerings at HCC-Katy and LSC-Woodlands. Most importantly, the university continues to enhance its efforts at downward expansion, reframing areas within Student Affairs such as Student Life, Student Success, and Student Housing so that UHV can achieve greater retention rates and enrollment growth patterns.

Annually UHV goes through an extensive process of reviewing assessment reports from the academic and administrative divisions on their prior year's performance and considering their proposed goals and supporting budget requests for the next year. These goals and requests are to be aligned with the university's strategic priorities, which are in turn aligned with UHS priorities. This planning/budgeting process includes open budget hearings, in which the heads of the various academic and administrative divisions present their goals and resource requests for the next year.

Of further relevance to student access and success, UHV has been designated officially by the Department of Education as an HSI, thereby qualifying UHV for Title III and Title V funding. This year UHV is seeking to be funded for student success grants through these federal programs, and the institution has added additional support in the area of grant writing in order to achieve this goal. Prior to downward expansion, UHV's student body was approximately 17.6% Hispanic. The addition of freshmen and sophomores in fall 2010 raised Hispanic student enrollment, and those students now represent 25.5% of all undergraduates at UHV, which allowed UHV to apply for designation as a Hispanic-Serving Institution. This designation will have implications for the award and administration of financial aid programs, specifically the disbursement of SEOG funds (Supplemental Educational Opportunity Grant).

The major UHV goals for FY 2014 include

1. Student Success
 - Faculty
 - Student Recruitment, Retention, and Graduation
 - Academic Programs
 - Multiple Delivery Systems
 - UH Sugar Land and UHS Cinco Ranch
 - Destination University-Downward Expansion
 - Hispanic-Serving Institution (HSI)
 - International Education

2. National Competitiveness
 - Professional Development Opportunities
 - Faculty Research/Externally Funded Grants
 - National Accreditation of Key Academic Programs
 - Equitable and Competitive Salaries for Faculty

3. University Infrastructure and Administration
 - Technology
 - Operational Support
 - Equitable and Competitive Salaries for Staff
 - Quality Improvements
 - Facilities

4. Community Advancement
 - Civic and Community Engagement Through Public Service
 - Small Business Development Center (SBDC)
 - Athletics
 - “Community Campus” Initiatives

PRIORITY 1: STUDENT SUCCESS

CONTEXT

To provide ongoing support for the admission and enrollment of freshmen and sophomores, UHV will continue to develop recruitment activities, academic advising, on-campus student employment, and student development activities. In addition to adding a wider variety of lower division undergraduate courses, UHV has expanded its program inventory for the Victoria campus, thereby meeting the needs of students who come to Victoria because of its designation as a “destination” university. UHV will also continue to develop new academic programs and expand off-campus and online programs to meet the educational needs of both traditional and non-traditional students. For FY 2014, UHV will continue to emphasize retention of freshmen, sophomores, and rising juniors. For purposes of retention, UHV will continue to support—and make new investments in—academic infrastructure, for both online and face-to-face students, which will include integration of student support services (a “one-stop shop” model), construct early-warning systems with more intrusive advising, establish stronger linkages between academic and student affairs, and implement in the Fall 2014 a redesigned Core Curriculum, as mandated by the Coordinating Board. Furthermore, UHV will partner with System components at UH Sugar Land to create a common Welcome Center, which would include WCJC, in order to create more easily accessible information to transfer students and thereby instill a more seamless process for transitioning students into baccalaureate programs.

An additional theme for UHV in this regard is the ongoing need to share resources with other higher-education partners, and not merely through academic collaborations, but financial facilities ones as well. In Victoria, UHV shares a library and other facilities with Victoria College. UHV also shares common staff and expenses at UHS Cinco Ranch and UH Sugar Land, an outcome based proportionally on enrollments, of which UHV has the majority of the System components. At UH Sugar Land, UHV also shares facilities and services with Wharton County Junior College, as well as library resources with Fort Bend County for the library on the UH Sugar Land campus. Shared technology resources include the utilization of PeopleSoft and Learn systems, as well as development and research databases. In a tight budgetary cycle, the sharing of resources becomes critical to student success, engagement, and retention since UHV does not have the resources to cover independently all of these services. Based on the cohort of first-time, full-time entering juniors who entered in fall 2008, 67% graduated within a four-year period. UHV led the state in a national survey of student satisfaction based on seniors’ response to the question of whether they would choose the same university if they could choose again. The university will continue to strive for high levels of student success and satisfaction as it enters a new era as a destination university.

FY 2014 BUDGET INITIATIVES

Faculty (\$434,807 New Resources)

With significant enrollment growth and several new programs, UHV will be able to serve significantly more students. For FY 2014, seven new faculty positions will be funded, notably the university’s first chemistry lecturer. This is a first step toward expanding basic sciences at UHV and eventually having a four-year nursing program in Victoria, in order to attract high-ability science students and four-year nursing students.

Student Recruitment, Retention and Graduation (\$430,916 New Resources) (HEAF \$50,692)

Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. UHV will expand 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 as well as an outreach university serving non-traditional students.

New funding will be used for the UHV Guarantee, which provides free tuition and fees to freshmen and sophomores from outside the Victoria area whose families meet certain income requirements. UHV will also extend and expand its financial aid opportunities for freshmen and sophomores who do not qualify for free tuition and fees based on family income.

Academic Programs (\$585,776 New Resources) (\$40,000 HEAF)

In 2013, UHV received approval from the UHS Board of Regents and the Texas Higher Education Coordinating Board (THECB) to add the following degree programs: MSN with a Family Nurse Practitioner concentration, the MS in Biomedical Science in Professional Science, and the MFA in Creative Writing.

Additional program expansion will be directed toward nursing and allied health programs, the first of such programs will be a BA in Health Studies, which UHV anticipates will be approved in August. Due to program growth, additional resources will be used for adjuncts, course offerings, and student advising. HEAF funds will be used to upgrade instructional technology and instructional laboratories.

Multiple Delivery Systems (\$7,500 New Resources) (HEAF \$300,000)

For several years UHV has been aggressive in expanding distance education opportunities for students. Semester credit hours generated by online courses have increased from 12,698 in fall 2007 to 21,371 in fall 2012, or approximately 36%. Off-campus instruction (face-to-face and via ITV) increased during the same time period by approximately 10%. To better reach and respond to students, UHV has online student orientation, advising and tutoring. Additional funds to support instructional design, networking operations, and programming requests are needed due to increased growth. UHV will continue to support Learn 9.1 management and incorporate multi-media in online courses using lecture capture technology. UHV will continue utilizing HEAF and additional Library fees to enhance electronic library services and resources and to extend instructional support services. Approximately 70% of HEAF funds will be used for technology. ITV equipment at both UHSL and UHSCR are becoming less reliable due to the age of the equipment. Since UHV relies heavily on this technology to deliver courses in various locations at the same time, UHV will replace two ITV units at UHSL and two units at UHS Cinco Ranch using HEAF funds.

UH Sugar Land and UHS Cinco Ranch (-\$213,636 New Resources) (\$567,596 HEAF)

UHV assists in supporting, developing and expanding the UH System presence in Fort Bend County. UHV is dedicated to on-going expansion in continuing to meet the needs of the Fort Bend community. Off-campus enrollment in Fort Bend County, including both ITV and face-to-face courses comprised over 20% of UHV's total semester credit hour generation in fall 2012. UHV remains committed to providing high-quality programs and support services to students and faculty in Fort Bend County.

Local funds and Higher Education Assistance Funds (HEAF) will be utilized to support Sugar Land and Cinco Ranch. HEAF was utilized in 2012 to fund library space in the new Ft. Bend County Library located at the UHSL campus and remodel classrooms for additional faculty offices. UHV also employed HEAF funds to purchase new copiers at UH Sugar Land, which UHV faculty and staff, UH System staff, and other parties may use. HEAF for next year will aid in replacing any aging IT equipment.

Destination University-Downward Expansion (\$1,219,185 New Resources)

Making UHV a destination campus continues to be a priority for UHV. A total of 270 new freshmen and sophomores were admitted in fall 2012; approximately 35% of these students were the first generation of their family to attend college, and over 60% identified themselves as members of under-represented minority groups. Continued refinement of UHV’s marketing materials, the establishment of recruiting relationships with target high schools, the addition of recruiters for the Austin-Waco corridor and an increased number of academic advisors in the School of Arts and Sciences will help ensure that freshmen and sophomore enrollment in Victoria continues to increase. The creation of the UHV Guarantee (which guarantees coverage of all fees and tuition for students who qualify for federal aid and whose families earn under \$50,000) will initiate additional growth.

PRIORITY 1. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Faculty	\$ 434,807		\$ 434,807
Student Recruitment, Retention and Graduation	430,916	50,692	481,608
Academic Programs	585,776	40,000	625,776
Multiple Delivery Systems	7,500	300,000	307,500
UH System Service Charge, UH Sugar Land & UHS Cinco Ranch	(213,636)	567,596	353,960
Destination University-Downward Expansion	1,219,185		1,219,185
<hr/>			
Totals	\$2,464,548	\$958,288	\$3,422,836

PRIORITY 2: NATIONAL COMPETITIVENESS

CONTEXT

To be more competitive, both nationally and regionally, UHV plans to use additional resources to increase the number of residential and off-campus students, through both face-to-face and online course delivery, who elect UHV as their college of first choice. Given the recent efforts of downward expansion, resources must be directed to multiple types of students, both at the graduate and undergraduate levels, and would be allocated not only to academic areas, but to support campus stakeholders in departments as diverse as advising, counseling, financial aid, campus safety, university advancement, and information technologies. Presidential Scholarships, beginning Fall 2013, will attract top 10% high school graduates to UHV.

UHV is also 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.

FY 2014 BUDGET INITIATIVES

Faculty Research (\$17,798 New Resources)

The university is spending additional resources for a grant development coordinator in order to assist faculty with the pre-award process by identifying funding opportunities, review and edit draft proposals and assist with follow-up procedures for rejected and closed awards.

National Accreditation of Key Academic Programs (\$84,150 New Resources)

The University has four accreditation visits in the next one to two years and must expend resources in ramping up its reaffirmation with SACS and reaccreditation with AACSB (School of Business Administration), CACREP (School of Education and Human Development), and CCNE (School of Nursing). These new resources are dedicated to these efforts.

Equitable and Competitive Salaries for Faculty (\$151,485 New Resources)

Faculty promotion salary adjustments for full-time tenure-track faculty will continue to be 4% for assistant professors promoted to associate professors and 6% for associate professors promoted to full professors. This increase was implemented in fall 2010 and is designed to reward and retain outstanding faculty. For determining both salary structures and equity adjustments, an analysis of CUPA averages may be used in order to maintain a national competitiveness with similar institutions.

UHV conducts salary reviews to monitor internal equity and external competitiveness. Equity adjustments will be considered for faculty members who have both an extreme equity pay issue compared to the market. Merit adjustments of 2.5% will be allocated based on FY 2014 evaluations if enrollment projections are met. A 3% merit was allocated last year to faculty and staff.

PRIORITY 2. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Faculty Research	\$17,798		\$17,798
National Accreditation of Key Programs	84,150		84,150
Equity & Competitive Salaries for Faculty	151,485		151,485
<hr/>			
Totals	\$253,433		\$253,433

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 2014 BUDGET INITIATIVES

Technology (\$97,263 New Resources) (\$634,400 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.

Operational Support (\$507,278 New Resources) (\$671,070 HEAF)

New funding will be used to support additional staff in key areas and maintenance and operations. UHV will continue to make administrative investments needed to ensure efficient and effective operations throughout the University. Local funding will be provided for additional utility, insurance, and custodial costs associated with increased facility size and users. HEAF funds will be used for plant support, campus security, technology, and telecommunications upgrades.

Equitable and Competitive Salaries for Staff (\$209,365 New Resources)

UHV will conduct salary reviews to monitor internal equity and external competitiveness. Equity adjustments will be considered for those who have both an extreme equity pay issue compared to the market and have meritorious performance evaluations. Such adjustments will be in the FY 2014 fiscal year. The new resources will be used for increased costs of employee benefits, consultant services for salary surveys and equity and reclassifications. Merit adjustments of 2.5% will be allocated based on FY 2013 evaluations if enrollment projections are met. A 3% merit was allocated last year to faculty and staff.

Quality Improvements (\$42,884 New Resources)

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. UHV participated in an upgrade to the PeopleSoft system and plans to implement the transfer credit and student advising modules to help improve advising and other student services. In spring 2013, UHV transition to the Learn 9.1 system for online course delivery. UHV collaborates with UH in the development and use of PeopleSoft and Learn 9.1.

Facilities (\$13,382 New Resources) (\$130,163 HEAF)

Facility improvements will include areas such as roof repairs, continued maintenance, additional security lighting, installation of landscaping at new facilities, and replacement of Facilities Services vehicles.

PRIORITY 3. BUDGET TABLE

	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Technology	\$ 97,263	\$ 634,400	\$ 731,663
Operational Support	507,278	671,070	1,178,348
Equitable and Competitive Salaries for Staff	209,365		209,365
Quality Improvements	42,884		42,884
Facilities	13,382	130,163	143,545
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Totals	\$870,172	\$1,435,633	\$2,305,805

PRIORITY 4: COMMUNITY ADVANCEMENT

CONTEXT

Furthermore, many of UHV's new academic initiatives are directed toward community need and interest. The MSN with the Family Nurse Practitioner concentration will aid in meeting the medical needs for rural communities in the region, the BA in Health Studies will have within its curriculum some emphasis on public and communal health, and the new MS in Biomedical Science in Professional Science embeds graduate students in internship programs in business and industry so that UHV's graduates in this area will already be employable within agencies, businesses, and laboratories. This "real world" connection is becoming a major focus at UHV, not only with these programs, but with others as well, as UHV re-shapes its academic program inventory to meet the workforce needs of the city, the region, and the State.

Several initiatives illustrating UHV's commitment to community outreach are the Victoria Business and Education Coalition (VBEC) program called Sure Bet, which supports tutoring by faculty, staff, and students, the partnerships between the School of Education and Human Development with Stroman Middle School, and the required service activities of UHV athletes. In the first case, volunteers are embedded in classrooms in order to tutor at-risk students in danger of failing courses. In the second example, UHV and Stroman Middle School formalized an Adopt-A-School partnership. The Adopt-a-School program allows student and faculty members to volunteer time, and through this agreement, volunteers from UHV have come to the aid of many additional students at Stroman Middle School. Further, as part of UHV's commitment to the NAIA's Champions of Character Initiative, UHV student-athletes are engaged in the local community particularly in efforts that have a positive influence on young people. It is mandated that each team take part in at least one servant leadership activity per year.

FY 2013 BUDGET INITIATIVES

Civic and Community Engagement through Public Service (\$20,340 New Resources)

New resources are being committed to both cultural life (American Book Review) and college athletics. Both enhance the city's cultural and entertainment offerings.

Small Business Development Center (SBDC) (\$21,505 New Resources)

The UHV SBDC 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. The staff averages over 20 trips per month into the eleven-county area the SBDC represents. These trips are strategically planned and the representatives do a combination of advocacy, outreach, training, and client activities while representing UHV. For FY 2012, the highlights of accomplishments and impacts for our region are:

- Performed 1,600 client sessions for 357 distinct clients, and a total of 4,527 hours of client work.
- Helped create \$12,000,504 in Capital Infusion for area businesses
- Helped 54 businesses either start or expand their business.
- Worked with area businesses to create 260 jobs and retain 103 existing jobs.
- Facilitated 100 trainings for our region, with 1,146 attendees.
- Continued the full time satellite office in Gonzales, funded by a special Rural Business Grant from the State of Texas.

Athletics (\$50,000 New Resources)

UHV first added athletics teams in fall 2007. Baseball and softball teams competed in their first seasons during spring 2008; soccer and golf were added in fall 2010. UHV has had teams qualified for post-season play each season and this past year, FY2012-13, all six UHV teams qualified for post-season tournaments, the first time all UHV teams have qualified for post-season play in the same school year. Softball won the conference tournament and advanced to the NAIA National Championships for the third time in the program's six seasons. UHV was also host this past spring to all of our conference's spring sport championships. Over 450 athletes and coaches were in Victoria as part of the weeklong festival of championships. Three UHV softball players were named NAIA All-Americans.

PRIORITY 4. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Civic and Community Engagement	\$20,340		\$20,340
SBDC	21,505		21,505
Athletics	50,000		50,000
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Totals	\$91,845		\$91,845

University of Houston-Victoria
Appendix A - Allocation of New FY 2014 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ 1,163,741
2	Estimated Rider Reductions	72,337
3	Subtotal Appropriations	<u>1,236,078</u>
Tuition and Fees		
4	Statutory Tuition	103,798
5	Designated Tuition	260,803
6	Academic Fees	498,764
7	Student Service Fee	110,569
8	Student Auxiliary Fee	1,038,000
9	Subtotal Tuition and Fees	<u>2,011,934</u>
10	Total Net Revenue	<u>\$ 3,248,012</u>

Reallocations/Reductions		B
1	University-wide Reallocations	\$ (431,986)
2	Subtotal-Reallocations/Reductions	<u>\$ (431,986)</u>

Priority/Initiative Allocations		C
Priority 1. Student Access and Success		
3	Faculty	\$ 434,807
4	Student Recruitment, Retention and Graduation	430,916
5	Academic Programs	585,776
6	Multiple Delivery Systems	7,500
7	UH System Service Charge, UH Sugar Land & UHS Cinco Ranch	(213,636)
8	Destination University - Downward Expansion	1,219,185
9	Subtotal - Student Access and Success	<u>2,464,548</u>
Priority 2. National Competitiveness		
10	Faculty Research	17,798
11	National Accreditation of Key Programs	84,150
12	Equitable and Competitive Salaries for Faculty	151,485
13	Subtotal - National Competitiveness	<u>253,433</u>
Priority 3. University Infrastructure & Administration		
14	Technology	97,263
15	Operational Support	507,278
16	Equitable and Competitive Salaries for Staff	209,365
17	Quality Improvements	42,884
18	Facilities	13,382
19	Subtotal - University Infrastructure & Administration	<u>870,172</u>
Priority 4. Community Advancement		
20	Civic and Community Engagement	20,340
21	Small Business Development Center	21,505
22	Athletics	50,000
23	Subtotal - Community Advancement	<u>91,845</u>
24	Total Priority/Initiative Allocations	<u>\$ 3,679,998</u>

25 Total Net Reductions and New Allocations	<u>\$ 3,248,012</u>
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University of Houston-Victoria
Appendix B - Allocation of FY 2014 HEAF

<u>FY14 Allocation</u>		<u>Priority/Initiative</u>	<u>Allocation</u>
HEAF Annual Allocation	\$ 2,393,921	Priority 1. Student Access and Success	
		Student Recruitment, Retention, and Graduation	\$ 50,692
Total Available	<u><u>\$ 2,393,921</u></u>	Academic Programs	40,000
		Multiple Delivery Systems	300,000
		UH Sugar Land and UHS Cinco Ranch	<u>567,596</u>
		Subtotal	<u>\$ 958,288</u>
		Priority 3. University Infrastructure & Administration	
		Technology	\$ 634,400
		Operational Support	671,070
		Facilities	130,163
		Subtotal	<u>\$ 1,435,633</u>
		Total New Investments	<u><u>\$ 2,393,921</u></u>

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

	<u>FY2013</u>	<u>FY2014</u>
Funds from Endowed Scholarships	\$ 186,457	\$ 227,404
State Scholarships		
Texas Grant Program Scholarship	515,000	1,300,000
Accounting Scholarship	5,000	-
Texas Public Education Grant (TPEG)	819,347	782,418
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	774,300	636,437
Graduate Scholarships	467,750	420,317
Institutional Scholarships	80,000	80,000
MBA Scholarships	40,000	40,000
Staff Scholarships	80,000	80,000
Athletic Scholarships	247,360	252,360
Jaguar Pledge Scholarships	400,000	250,000
Presidential Scholarships	30,000	30,000
Spirit of the Jaguar Scholarships	5,000	5,000
Employee Tuition Exchange Program with Victoria College	15,000	15,000
Texas College Work Study	14,604	35,456
Federal College Work Study	80,000	105,937
Federal Pell Grants	4,000,000	4,770,000
Federal Supplemental Education Opportunity Grants (SEOG)	45,655	45,655
Top 10% Scholarship	12,000	18,000
Teach Grant	24,000	26,000
Total	<u>\$ 7,841,473</u>	<u>\$ 9,119,984</u>

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

	A		B		C		D		E		F		G	
	Historical		-----Change-----				Current		-----Change-----				New	
	FY2012	Budget	Dollars	Percent	FY2013	Budget	Dollars	Percent	FY2014	Budget				
Operating & Restricted Budget														
Source of Funds														
1 State Appropriations	\$	16.7	\$	0.0	0.0%	\$	16.7	\$	1.8	10.7%	\$	18.5		
2 HEAF		0.9		(0.8)	-97.7%		0.0		1.8	8941%		1.8		
3 Tuition & Fees		22.4		2.2	9.9%		24.6		1.0	4.0%		25.6		
4 Other Operating (Auxiliaries)		5.0		1.9	38.0%		6.9		(1.1)	-16.3%		5.8		
5 Contracts & Grants (Restricted)		4.0		1.1	26.3%		5.1		1.6	31.1%		6.7		
6 Endowments/Gifts (Restricted)		0.3		(0.0)	-6.5%		0.3		0.5	166.6%		0.7		
7 Total Sources	\$	49.3	\$	4.3	8.8%	\$	53.6	\$	5.5	10.2%	\$	59.1		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	12.1	\$	0.9	7.1%	\$	13.0	\$	(0.1)	-1.1%	\$	12.8		
9 Salaries and Wages - Staff		10.4		1.0	9.7%		11.4		0.5	4.3%		11.9		
10 Benefits		5.5		0.3	5.2%		5.7		0.4	7.1%		6.3		
11 M&O		11.7		0.7	6.2%		12.4		2.6	20.7%		15.0		
12 Capital Equipment		2.4		0.0	1.7%		2.4		(0.6)	-23.7%		1.8		
13 Scholarships		6.4		1.1	17.4%		7.5		1.7	23.0%		9.2		
14 Debt Service		0.5		0.3	51.1%		0.7		1.0	128.8%		1.6		
15 Utilities		0.4		0.1	11.4%		0.5		0.0	2.0%		0.5		
17 Total Uses	\$	49.3	\$	4.3	8.8%	\$	53.6	\$	5.5	10.2%	\$	59.1		
Capital Facilities Budget														
Source of Funds														
18 HEAF	\$	1.5	\$	0.8	54.0%	\$	2.4	\$	(1.8)	-74.7%	\$	0.6		
19 Bonds		5.3		16.4	308.7%		21.7		(13.2)	-60.8%		8.5		
20 Gifts		0.0		0.0	92.3%		0.0		(0.0)	-100.0%		-		
21 Other		0.1		0.5	716.1%		0.6		0.1	21.3%		0.8		
22 Total Sources	\$	7.0	\$	17.8	255.8%	\$	24.7	\$	(14.9)	-60.2%	\$	9.9		
Use of Funds by Object														
23 Construction	\$	6.0	\$	13.3	221.8%	\$	19.3	\$	(9.5)	-49.0%	\$	9.9		
24 Major Rehabilitation		1.0		4.5	470.5%		5.4		(5.4)	-100.0%		-		
26 Total Uses	\$	7.0	\$	17.8	255.8%	\$	24.7	\$	(14.9)	-60.2%	\$	9.9		
Total Operating, Restricted and Capital Budget														
27	\$	56.2	\$	22.1	39.3%	\$	78.4	\$	(9.4)	-12.0%	\$	68.9		

University of Houston-Victoria

Table 2 - Operations

Source of Funds	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 13,069,625	\$ 1,142,236	8.7%	\$ 14,211,861
Special Items	754,628	21,505	2.8%	776,133
Less: Rider Reduction Estimates	(183,036)	72,337	-39.5%	(110,699)
State Benefits Appropriation	3,039,842	550,394	18.1%	3,590,236
Subtotal State General Revenue Appropriations	16,681,059	1,786,472	10.7%	18,467,531
Tuition and Fees				
Statutory & Graduate Premium	7,448,241	103,798	1.4%	7,552,039
Lab/other Student Fees	6,000			6,000
Subtotal Tuition and Fees	7,454,241	103,798	1.4%	7,558,039
HEAF	2,393,921			2,393,921
Income on State Treasury Deposits	22,382	(1,640)	-7.3%	20,742
Fund Balance	509,535	606,729	119.1%	1,116,264
Subtotal General Funds	27,061,138	2,495,359	9.2%	29,556,497
Designated				
Tuition and Fees				
Designated Tuition - General	10,965,470	260,803	2.4%	11,226,273
Technology Fee	2,337,973	364,619	15.6%	2,702,592
Major/Department/Class Fees	1,818,750	134,145	7.4%	1,952,895
Subtotal Tuition and Fees	15,122,193	759,567	5.0%	15,881,760
Indirect Cost	23,167			23,167
Investment Income on Non-Endowed Funds	52,823	(44,049)	-83.4%	8,774
Contracts / Grants / Gifts	54,700			54,700
Self Supporting Organizations/Others	964,104	(26,633)	-2.8%	937,471
Fund Balance	1,102,757	(971,149)	-88.1%	131,608
Subtotal Designated Funds	17,319,744	(282,264)	-1.6%	17,037,480
Auxiliary Enterprises				
Student Fees				
Student Service Fee	1,948,083	110,569	5.7%	2,058,652
Other Student Fees	80,000			80,000
Subtotal Student Fees	2,028,083	110,569	5.5%	2,138,652
Sales & Service - Student Housing/Meal Plans	2,731,000	1,038,000	38.0%	3,769,000
Sales & Service - Athletics/Hotel/UC/Other	9,900	-		9,900
Subtotal Auxiliary Funds	4,768,983	1,148,569	24.1%	5,917,552
Total Current Operating Funds	49,149,865	3,361,664	6.8%	52,511,529
Interfund Transfer	(910,386)	41,033	-4.5%	(869,353)
Total Sources	\$ 48,239,479	\$ 3,402,697	7.1%	\$ 51,642,176
Use of Funds by Object				
Salaries and Wages	\$ 24,104,403	\$ 402,671	1.7%	\$ 24,507,074
Benefits	5,700,853	506,949	8.9%	6,207,802
M&O	12,207,966	1,942,864	15.9%	14,150,830
Capital	2,393,921	(567,596)	-23.7%	1,826,325
Scholarships	2,598,757	249,796	9.6%	2,848,553
Debt Service	743,579	858,013	115.4%	1,601,592
Utilities	490,000	10,000	2.0%	500,000
Total Uses	\$ 48,239,479	\$ 3,402,697	7.1%	\$ 51,642,176

University of Houston-Victoria

Table 3 - Restricted

Source of Funds	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 409,666	\$ (81,491)	-19.9%	\$ 328,175
Financial Aid	4,696,259	1,670,603	35.6%	6,366,862
Endowment Income	186,457	40,947	22.0%	227,404
Other Restricted	92,278	423,481	458.9%	515,759
Total Current Operating Funds	5,384,660	2,053,540	38.1%	7,438,200
Total Sources	\$ 5,384,660	\$ 2,053,540	38.1%	\$ 7,438,200
Use of Funds by Object				
Salaries and Wages	\$ 230,105	\$ (54,505)	-23.7%	\$ 175,600
Benefits	42,290	2,000	4.7%	44,290
M&O	219,447	632,001	288.0%	851,448
Scholarships	4,892,818	1,474,044	30.1%	6,366,862
Total Uses	\$ 5,384,660	\$ 2,053,540	38.1%	\$ 7,438,200

University of Houston-Victoria

Table 4 - Capital Projects

	Project to Date (1)	FY2014 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
					HEAF	Revenue Bonds	Gifts	Other	
New Construction									
Academic/Economic Development Building	\$ 400,000	\$ 9,100,000	\$ 2,916,715	\$ 12,416,715	\$ 3,097,315	\$ 8,519,400	\$ -	\$ 800,000	
Purchase 2 lots for future student housing		750,000		750,000				750,000	
Subtotal New Construction	\$ 400,000	\$ 9,850,000	\$ 2,916,715	\$ 13,166,715	\$ 3,097,315	\$ 8,519,400	\$ -	\$ 1,550,000	
Total	\$ 400,000	\$ 9,850,000	\$ 2,916,715	\$ 13,166,715	\$ 3,097,315	\$ 8,519,400	\$ -	\$ 1,550,000	

(1) Project expenditures to date estimated through August 31, 2013

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

Employee Classification	FY2013 Budget	-----Change-----		FY2014 Budget
		FTE	Percent	
Faculty	133	7	5.3%	140
Part-time Faculty	47			47
Professional Staff	179	2	1.1%	181
Classified Staff	112	3	2.7%	115
Temporary Staff	27	2	7.4%	29
Total	498	14	2.8%	512

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

	FY2010 Actuals	FY2011 Actuals	FY2012 Actuals	FY2013 Budget	FY2014 Budget	FY14 vs FY13 Change
Semester Credit Hours						
Lower Division		10,731	12,947	13,608	16,544	2,936
Upper Division	44,901	45,487	47,430	46,685	48,424	1,739
Masters	27,015	27,483	26,230	31,746	27,289	(4,457)
Total	71,916	83,701	86,607	92,039	92,257	218
Semester Credit Hours-On/Off Campus						
On Campus	6,063	11,524	13,689	16,601	20,188	3,587
Off Campus	65,853	72,177	72,918	75,438	72,069	(3,369)
Total	71,916	83,701	86,607	92,039	92,257	218
Fall Headcount	3,655	4,095	4,330	4,387	4,466	79
Fall FTE	2,626	3,115	3,332	3,290	3,349	59

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

Sources	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,028,083	\$ 110,569	5.5%	\$ 2,138,652
Total Sources	\$ 2,028,083	\$ 110,569	5.5%	\$ 2,138,652
Allocations				
Financial Aid	\$ 434,784	\$ 42,724	9.8%	\$ 477,508
Student Relations	53,877	(27,902)	-51.8%	25,975
Student Senate	12,000			12,000
Registrar	193,631	34,220	17.7%	227,851
Publications	9,000			9,000
Student Organization	3,250			3,250
SS Fees Contingency	760,590	4,693	0.6%	765,283
Special Events	11,150	1,500	13.5%	12,650
Student Service Support	35,025			35,025
Credit Card Support	70,000			70,000
Parking	1,000			1,000
Telecommunications Service	14,566	694	4.8%	15,260
Transcripts	7,000			7,000
Commencement	52,000			52,000
Graduation & Diploma	10,000			10,000
VIP/Registration Support	9,000			9,000
Career Services	108,821	5,181	4.8%	114,002
ADA Compliance	1,000			1,000
International Student Relations	6,000			6,000
Jaguar Journey	6,000			6,000
Student Transportation	71,200	20,079	28.2%	91,279
Community and Alumni Relations	21,750			21,750
Athletics	136,439	4,192	3.1%	140,631
Auxiliary Student Technology		11,200	na	11,200
Auxiliary Accounting		13,988	na	13,988
Total Allocations	\$ 2,028,083	\$ 110,569	5.5%	\$ 2,138,652

University of Houston-Victoria

Note to Table 2: Operations Expenditures By Organization

	FY2013	-----Change-----		FY2014
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 1,858,411	\$ 57,338	3.1%	\$ 1,915,749
Human Resources	487,846	25,403	5.2%	513,249
Subtotal President	2,346,257	82,741	3.5%	2,428,998
University Advancement				
Marketing	411,978	(35,405)	-8.6%	376,573
Subtotal Administration and Finance	595,167	16,057	2.7%	611,224
	1,007,145	(19,348)	-1.9%	987,797
Academic Affairs				
Office of the Provost	1,391,836	(174,116)	-12.5%	1,217,720
Arts and Sciences	4,497,727	240,954	5.4%	4,738,681
Business Administration	6,245,940	462,334	7.4%	6,708,274
Small Business Development Center	220,050	21,505	9.8%	241,555
Education	2,735,991	234,518	8.6%	2,970,509
Nursing	1,743,680	211,808	12.1%	1,955,488
Student Affairs	3,079,697	(276,206)	-9.0%	2,803,491
Library	1,382,657	(139,871)	-10.1%	1,242,786
Library		1,682,572	na	1,682,572
Subtotal Academic Affairs	21,297,578	2,263,498	10.6%	23,561,076
Scholarships				
	2,598,757	249,796	9.6%	2,848,553
Administration and Finance				
Office of the VP Administration and Finance	1,469,411	177,097	12.1%	1,646,508
Budget	136,044	7,631	5.6%	143,675
Business Services	1,026,606	81,787	8.0%	1,108,393
Finance	436,152	28,111	6.4%	464,263
Information Technology	1,982,717	(1,982,717)	-100.0%	
Admin Technology Services		1,038,131	na	1,038,131
Plant Operations	1,332,180	(138,541)	-10.4%	1,193,639
Subtotal Administration and Finance	6,383,110	(788,501)	-12.4%	5,594,609
Other				
Staff Benefits	5,700,853	506,949	8.9%	6,207,802
Contingency	788,959	(176,989)	-22.4%	611,970
Debt Service	743,579	858,013	115.4%	1,601,592
System Service Charge	3,316,241	353,960	10.7%	3,670,201
Utilities	490,000	10,000	2.0%	500,000
Student Housing Services/Meal Plan	3,567,000	(680,440)	-19.1%	2,886,560
Enrollment Contingency	-	743,018	na	743,018
Subtotal Other	14,606,632	1,614,511	11.1%	16,221,143
Total Uses				
	\$ 48,239,479	\$ 3,402,697	7.1%	\$ 51,642,176

University of Houston-Victoria

Note to Table 3: Restricted Expenditures By Organization

	FY2013 Budget	-----Change-----		FY2014 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 61,082	\$ 597	1.0%	\$ 61,679
Academic Affairs				
Office of the Provost	1,138	22,057	1938.2%	23,195
Research Development	30,058	827	2.8%	30,885
School of Nursing	100,000	329,000	329.0%	429,000
Small Business Development Center	299,666	(491)	-0.2%	299,175
Financial Aid	186,457	40,947	22.0%	227,404
Subtotal Academic Affairs	617,319	392,340	63.6%	1,009,659
Scholarships	4,706,259	1,660,603	35.3%	6,366,862
Total Uses	<u>\$ 5,384,660</u>	<u>\$ 2,053,540</u>	<u>38.1%</u>	<u>\$ 7,438,200</u>

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

F-1 Workload

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

1.1 Teaching Load

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

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

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

Reduction in Teaching Load:

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

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