

**Fiscal Year 2016  
Plan and Budget**

**Presented to the  
Board of Regents  
University of Houston System  
August 20, 2015**

**Chancellor Renu Khator**



**University of Houston System  
FY2016 Plan and Budget**

**Contents**

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<u>Tab</u>		<u>Page</u>
<b>1. Summary-UH System Combined</b>		
	Executive Summary .....	1.1
	Budget	
	Fund Groups Used in the Budget Presentation .....	1.6
	Appendix A-Investment of New Resources.....	1.7
	Table 1 - Sources & Uses-Operating, Restricted and Capital Facilities.....	1.8
	Table 2 - Operations.....	1.9
	Table 3 - Restricted.....	1.10
	(Table 4 is not applicable to the summary) .....	
	Table 5 - Full Time Equivalent Positions .....	1.11
	Table 6 - Student Credit Hours, Headcount and FTE .....	1.12
	<b>UH System Administration</b>	
	Executive Summary .....	2.1
	Budget	
	Appendix A-Investment of New Resources.....	2.5
	Table 1 - Sources & Uses-Operating, Restricted and Capital Facilities.....	2.6
	Table 2 - Operations.....	2.7
	Table 3 - Restricted.....	2.8
	Table 5 - Full Time Equivalent Positions .....	2.9
	Note to Table 2. ....	2.10
	Note to Table 3 .....	2.11
<b>2. University of Houston</b>		
	Executive Summary .....	3.1
	Plan	
	University Mission & Goals .....	3.5
	University Priorities .....	3.6
	Budget	
	Appendix A-Investment of New Resources.....	3.13
	Appendix B-HEAF .....	3.14
	Appendix C-Availability of Scholarship Funds .....	3.15
	Table 1 - Sources & Uses-Operating, Restricted and Capital Facilities.....	3.16
	Table 2 - Operations.....	3.17
	Table 3 - Restricted.....	3.18
	Table 4 - Capital Projects.....	3.19
	Table 5 - Full Time Equivalent Positions .....	3.20
	Table 6 - Student Credit Hours, Headcount and FTE .....	3.21
	Table 7 - Allocation of Student Service Fees.....	3.22
	Note to Table 2 .....	3.23
	Note to Table 3 .....	3.24
	Faculty Workload Policy .....	3.25
<b>3. UH-Clear Lake</b>		
	Executive Summary .....	4.1
	Plan	
	University Mission & Goals.....	4.5
	University Priorities .....	4.8

## Contents (continued)

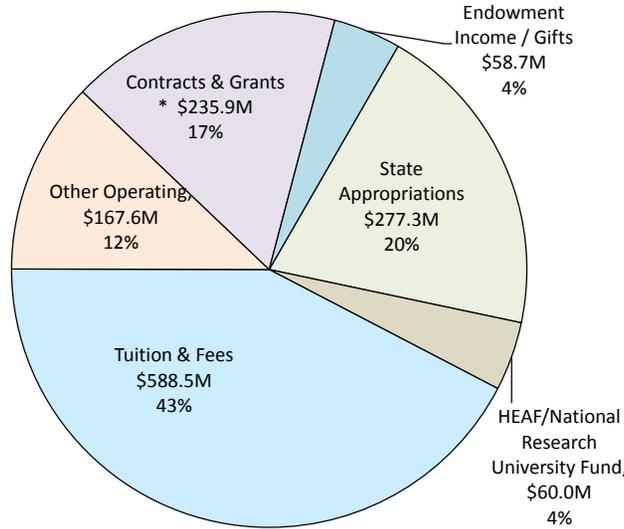
### Tab

Budget	
Appendix A-Investment of New Resources .....	4.17
Appendix B-HEAF .....	4.18
Appendix C-Availability of Scholarship Funds .....	4.19
Table 1 - Sources & Uses-Operating, Restricted and Capital Facilities .....	4.20
Table 2 - Operations.....	4.21
Table 3 - Restricted .....	4.22
Table 4 - Capital Projects.....	4.23
Table 5 - Full Time Equivalent Positions.....	4.24
Table 6 - Student Credit Hours, Headcount and FTE .....	4.25
Table 7 - Allocation of Student Service Fees .....	4.26
Note to Table 2 .....	4.27
Note to Table 3 .....	4.28
Faculty Workload Policy .....	4.29
<b>5. UH-Downtown</b>	
Executive Summary .....	5.1
Plan	
University Mission.....	5.5
University Priorities .....	5.9
Budget	
Appendix A-Investment of New Resources.....	5.17
Appendix B-HEAF .....	5.18
Appendix C-Availability of Scholarship Fund.....	5.19
Table 1 - Sources & Uses-Operating, Restricted and Capital Facilities.....	5.20
Table 2 - Operations.....	5.21
Table 3 - Restricted .....	5.22
Table 4 - Capital Projects.....	5.23
Table 5 - Full Time Equivalent Positions.....	5.24
Table 6 - Student Credit Hours, Headcount and FTE .....	5.25
Table 7 - Allocation of Student Service Fees.....	5.26
Note to Table 2 .....	5.27
Note to Table 3 .....	5.28
Faculty Workload Policy .....	5.29
<b>6. UH-Victoria</b>	
Executive Summary .....	6.1
Plan	
University Mission & Goals .....	6.5
University Priorities .....	6.6
Budget	
Appendix A-Investment of New Resources.....	6.17
Appendix B-HEAF .....	6.18
Appendix C-Availability of Scholarship Funds .....	6.19
Table 1 - Sources & Uses-Operating, Restricted and Capital Facilities.....	6.20
Table 2 - Operations.....	6.21
Table 3 - Restricted .....	6.22
Table 4 - Capital Projects.....	6.23
Table 5 - Full Time Equivalent Positions.....	6.24
Table 6 - Student Credit Hours, Headcount and FTE .....	6.25
Table 7 - Allocation of Student Service Fees.....	6.26
Note to Table 2 .....	6.27
Note to Table 3 .....	6.28
Faculty Workload Policy .....	6.29

# University of Houston System Budget

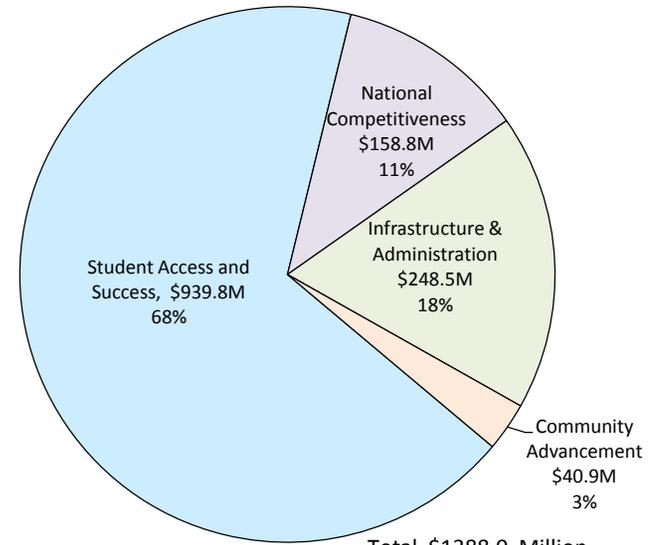
FY2015

Operating Budget Source of Funds



\* Includes Federal Financial Aid Total \$1,388.0 Million

Operating Budget Use of Funds

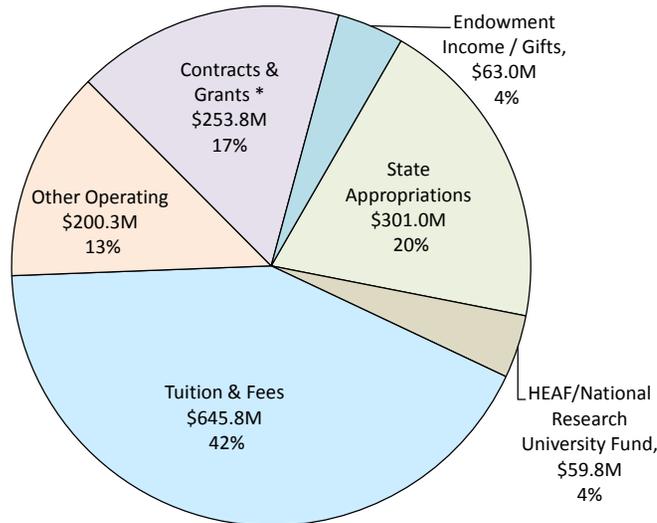


Total \$1388.0 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 1,388.0
Capital Facilities	174.7
<b>Total</b>	<b>\$ 1,562.7</b>

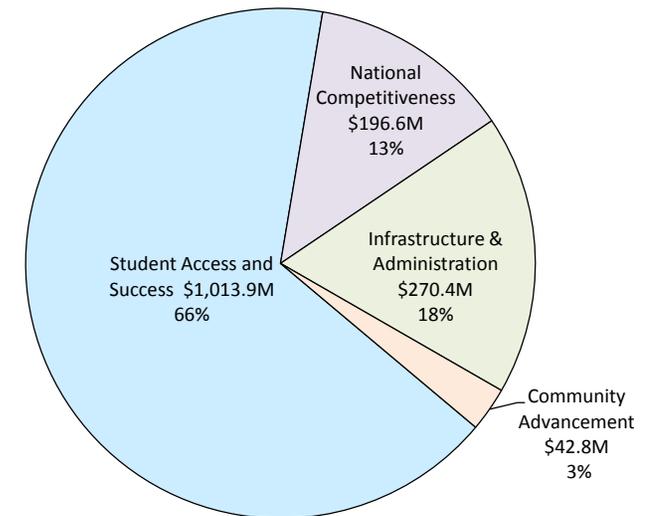
FY2016

Operating Budget Source of Funds



\* Includes Federal Financial Aid Total \$1,523.7 Million

Operating Budget Use of Funds



Total \$1,523.7 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 1,523.7
Capital Facilities	188.4
<b>Total</b>	<b>\$ 1,712.1</b>

**University of Houston System Capital Construction Budget**  
**FY2016 Project Expenditures by Campus**

<b>UH Capital Projects FY2016</b>	
<b>Description</b>	<b>FY2016</b>
Multi-Disciplinary Research & Engineering Bldg.	38,007,017
Health & Bio Science 2	33,232,708
Capital Renewal Deferred Maintenance	14,330,000
Cougar Sub Station Project	12,000,000
Energy Research Park - Building 5	11,245,141
TDECU Football Stadium with Band Facility	6,779,347
CRWC Natatorium Renovations	4,832,124
Basketball Practice Facility	3,832,500
Health & Bio Science 1 - 4th Floor Build-out	1,564,281
Science Teaching Lab - 4th Floor Build-out	1,269,983
ERP Temp Parking	1,137,700
Energy Research Park - Building 1A	346,084
<b>Total</b>	<b>128,576,885</b>

<b>UH-Downtown Capital Projects FY2016</b>	
<b>Description</b>	<b>FY2016</b>
North of Downtown Campus	15,000,000
STEM Building	750,000
OMB – (One Main Building) South Tower Roof Refurbishing	450,000
Capital Renewal Deferred Maintenance	400,000
Other Renovations	373,500
Welcome Center Furniture	250,000
Engineering Technology Lab	200,000
Welcome Center - O'Kane Gallery Buildout	150,000
AHU/DDC - (Air Handling Unit/Direct Digital Controls)	100,000
Drop-off Child Care	75,000
<b>Total</b>	<b>17,748,500</b>

<b>UH-Clear Lake Capital Projects FY2016</b>	
<b>Description</b>	<b>FY2016</b>
Freshmen Housing	8,890,000
STEM and Classroom Building	6,350,000
Health Sciences and Classroom Building	2,462,400
Police Building	1,902,685
Bayou Loop Road	850,000
Capital Renewal Deferred Maintenance	825,000
Dining Facilities	714,000
Recreation and Wellness Center	500,000
Parking Lot/Roadway Maintenance	414,575
Modular Building	146,481
Recreation Fields	65,075
	<b>23,120,216</b>

<b>UH-Victoria Capital Projects FY2016</b>	
<b>Description</b>	<b>FY2016</b>
Sophomore Housing	4,000,000
Campus Expansion	4,000,000
Student Center	3,000,000
Learning Commons (Library)	3,000,000
Pedestrian Walkways on Ben Wilson Street	2,000,000
Demolition of Two Apartment Complexes	1,750,000
Science, Technology Building	1,000,000
Academic/Economic Development Building	250,000
<b>Total</b>	<b>19,000,000</b>

<b>Total University of Houston System</b>	<b>188,445,601</b>
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<b>System Capital Projects Allocation</b>	
<b>Campus</b>	<b>% of Total</b>
University of Houston	68.2%
UH-Clear Lake	12.3%
UH-Downtown	9.4%
UH-Victoria	10.1%
<b>Total</b>	<b>100.0%</b>

**University of Houston System Operating Budget**  
**Revenues FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 State Appropriations	\$ 261.6	\$ 259.5	\$ 279.6	\$ 277.3	\$ 301.0
2 HEAF/National Research University Fund	50.9	50.9	59.7	60.0	59.8
3 Tuition & Fees	516.1	540.1	561.2	588.5	645.8
4 Other Operating	146.8	132.9	157.9	167.6	200.3
5 Contracts & Grants *	196.3	278.7	276.8	235.9	253.8
6 Endowment Income / Gifts	59.2	72.2	76.8	58.7	63.0
7 Total	<u>\$ 1,230.9</u>	<u>\$ 1,334.3</u>	<u>\$ 1,412.0</u>	<u>\$ 1,388.0</u>	<u>\$ 1,523.7</u>

\* Includes Federal financial aid

**University of Houston System Operating Budget**  
**Expenditures FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 Student Access and Success	\$ 764.8	\$ 846.2	\$ 936.0	\$ 939.8	\$ 1,013.9
2 National Competitiveness	119.1	142.3	157.4	158.8	196.6
3 Infrastructure & Administration	189.2	185.6	204.6	248.5	270.4
4 Community Advancement	46.5	44.3	48.0	40.9	42.8
5 Total	<u>\$ 1,119.6</u>	<u>\$ 1,218.4</u>	<u>\$ 1,346.0</u>	<u>\$ 1,388.0</u>	<u>\$ 1,523.7</u>

1.4

**University of Houston System  
FY2016 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	FY2016 Total	FY2015 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 1,172,650	\$ 650	\$ 486,000	\$ -	\$ -	\$ 1,537,600	\$ 3,206,900	\$ 3,163,554
2 Tenure Track Faculty	174,410,689	6,675,047	5,451,434	186,537,170	101,667		6,250		100,000	34,930	186,780,017	163,161,887
3 Non-Tenure Track Faculty	34,309,641	8,936,282	2,955,002	46,200,925	234,578		56,858				46,492,361	42,236,071
4 Adjunct Faculty	15,490,154	992,039	1,496,440	17,978,633	20,000	15,000	13,000				18,026,633	17,321,081
5 Graduate Assistant	7,687,058	5,827,955	13,098,206	26,613,219	23,033	975,957	127,443		95,000	668,928	28,503,580	26,048,269
6 Exempt Staff	17,837,336	31,668,925	86,096,141	135,602,402	12,403,188	22,498,061	62,765,071	5,207,792	24,985	28,236,936	266,738,435	231,489,175
7 Non-Exempt Staff	4,927,425	2,668,962	13,228,252	20,824,639	2,011,508	4,748,448	11,409,310	14,140,866		7,556,206	60,690,977	59,716,089
8 Student Employees	976,617	362,852	4,859,246	6,198,715	173,156	1,483,522	569,213	186,044	553,663	4,183,697	13,348,010	12,171,982
9 Summer Instruction Salaries	6,505,224	6,759	334,650	6,846,633							6,846,633	7,801,361
10 Benefits	47,915,760	10,439,703	25,681,067	84,036,530	4,216,660	8,176,402	28,337,106	10,866,834	27,055	9,412,171	145,072,758	136,410,346
11 Subtotal	310,059,904	67,578,524	153,200,438	530,838,866	19,183,790	37,897,390	103,284,251	30,401,536	800,703	50,092,868	772,499,404	696,356,261
12 Capital	959,078	13,310,898	13,341,247	27,611,223	637,300	539,510	9,091,341	1,081,405		1,183,500	40,144,279	36,021,178
13 M&O	7,439,081	104,138,025	57,680,903	169,258,009	19,854,601	10,552,748	53,117,901	19,032,686	874,334	50,529,949	323,220,228	283,996,646
14 Travel & Business Expense	2,196,442	6,395,796	8,565,082	17,157,320	860,162	1,568,896	1,433,800	49,179	335,151	6,352,154	27,756,662	27,862,853
15 Debt Service		4,850,362	1,592,496	6,442,858	1,052,139		28,761,470			45,159,563	81,416,030	80,442,869
16 Utilities			450,000	450,000	50,000	10,000	40,000	22,223,650		10,773,913	33,547,563	31,288,039
17 Scholarship & Fellowship	776,117	411,637	1,753,903	2,941,657	10,000	124,000	35,500		237,287,192	1,480,000	241,878,349	228,916,860
18 Subtotal	11,370,718	129,106,718	83,383,631	223,861,067	22,464,202	12,795,154	92,480,012	42,386,920	238,496,677	115,479,079	747,963,111	688,528,445
19 Total Expenditure Budget	\$ 321,430,622	\$ 196,685,242	\$ 236,594,069	\$ 754,709,933	\$ 42,820,642	\$ 50,693,194	\$ 196,250,263	\$ 72,788,456	\$ 239,297,380	\$ 167,109,547	\$ 1,523,669,415	\$ 1,388,048,260

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditures by Campus	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2016 Total	FY2015 Total
20 System Admin		1,087,461	1,304,992	2,392,453	31,350	368,100	31,441,237	322,005	14,610		34,569,755	33,420,764
21 University of Houston	205,678,104	188,533,802	178,403,164	572,615,070	37,793,592	29,814,132	117,004,462	53,765,218	163,902,986	148,256,821	1,123,152,281	1,016,907,467
22 UH-Clear Lake	46,250,078	4,636,719	18,244,530	69,131,327	31,000	7,907,568	20,984,892	8,648,372	18,806,562	5,990,254	131,499,975	114,604,749
23 UH-Downtown	47,456,080	2,226,472	29,766,387	79,448,939	4,252,261	5,993,129	21,278,059	7,376,486	46,090,747	8,647,127	173,086,748	160,895,468
24 UH-Victoria	22,046,360	200,788	8,874,996	31,122,144	712,439	6,610,265	5,541,613	2,676,375	10,482,475	4,215,345	61,360,656	62,219,812
25 Total	\$ 321,430,622	\$ 196,685,242	\$ 236,594,069	\$ 754,709,933	\$ 42,820,642	\$ 50,693,194	\$ 196,250,263	\$ 72,788,456	\$ 239,297,380	\$ 167,109,547	\$ 1,523,669,415	\$ 1,388,048,260

## 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 2016 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ 18,964,986
2	Tuition Revenue Bonds	(118,356)
3	State Matching Benefits	2,313,910
4	Research Development Fund	(5,618,894)
5	Texas Competitive Knowledge Fund	(4,382,321)
6	Core Research Support	10,887,408
7	<b>Subtotal General Revenue</b>	<u>22,046,733</u>
<b>Tuition and Fees</b>		
8	Statutory/Premium Tuition	4,749,722
9	Consolidated Tuition and Fees	34,149,569
10	College Voluntary Fees	1,356,018
11	Designated Tuition	13,677,985
12	Parking Fees	19,281
13	Residential Life and Housing	3,702,316
14	Academic Fees	(596,276)
15	Student Services Fee	(99,103)
16	Student Auxiliary Fee	(43,391)
17	Other Fees	1,448,291
18	<b>Subtotal Tuition and Fees</b>	<u>58,364,412</u>
<b>Other</b>		
19	Intellectual Property	8,000,000
20	Sales and Service/Other	1,262,593
21	Aux Admin/Endowment & Investment Interest	830,207
22	Fund Balance	(49,980)
23	Subtotal Other	<u>10,042,820</u>
24	<b>Total Net Revenue</b>	<u>\$ 90,453,965</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations & Fund Balance	(3,580,660)
2	<b>Subtotal - Reallocations/Reductions</b>	<u>\$ (3,580,660)</u>

<u>Priority/Initiative Allocations</u>		C
3	<b>Priority 1. Student Access and Success</b>	\$ 32,963,440
4	<b>Priority 2. National Competitiveness</b>	25,090,297
5	<b>Priority 3. University Infrastructure &amp; Administration</b>	35,358,273
6	<b>Priority 4. Community Advancement</b>	622,615
7	<b>Total Priority/Initiative Allocations</b>	<u>\$ 94,034,625</u>
8	<b>Total Net Reductions and New Allocations</b>	<u>\$ 90,453,965</u>

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

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>
	<b>Historical</b>	<b>Change</b>		<b>Current</b>	<b>Change</b>		<b>New</b>
	FY2014 Budget	Dollars	Percent	FY2015 Budget	Dollars	Percent	FY2016 Budget
<b><u>Operating &amp; Restricted Budget</u></b>							
<b>Source of Funds</b>							
1 State Appropriations	\$ 275.8	\$ 1.5	0.5%	\$ 277.3	\$ 23.7	8.6%	\$ 301.0
2 HEAF/NRUF	28.0	(0.8)	-2.7%	27.3	15.9	58.3%	43.2
3 Tuition & Fees	560.9	27.6	4.9%	588.5	57.3	9.7%	645.8
4 Other Operating	185.5	14.8	8.0%	200.3	16.6	8.3%	216.8
5 Contracts & Grants	237.1	(1.2)	-0.5%	235.9	17.8	7.6%	253.8
6 Endowment Income/Gifts	54.4	4.4	8.0%	58.7	4.3	7.3%	63.0
<b>7 Total Sources</b>	<b>\$ 1,341.8</b>	<b>\$ 46.3</b>	<b>3.9%</b>	<b>\$ 1,388.0</b>	<b>\$ 135.6</b>	<b>9.8%</b>	<b>\$ 1,523.7</b>
<b>Use of Funds by Object</b>							
8 Salaries and Wages - Faculty	\$ 233.8	\$ 5.6	2.4%	\$ 239.3	\$ 18.2	7.6%	\$ 257.5
9 Salaries and Wages - Staff	316.0	12.0	3.8%	328.1	41.2	12.6%	369.3
10 Benefits	127.3	9.1	7.2%	136.4	8.8	6.4%	145.2
11 M&O	294.2	6.5	2.2%	300.7	56.0	18.6%	356.7
12 Capital	34.9	1.1	3.1%	36.0	3.9	10.9%	40.0
13 Scholarships	223.8	11.9	5.3%	235.8	5.9	2.5%	241.7
14 Debt Service	80.6	(0.2)	-0.2%	80.4	(0.6)	-0.8%	79.8
15 Utilities	31.1	0.2	0.5%	31.3	2.2	6.9%	33.4
<b>17 Total Uses</b>	<b>\$ 1,341.8</b>	<b>\$ 46.3</b>	<b>3.9%</b>	<b>\$ 1,388.0</b>	<b>\$ 135.6</b>	<b>9.8%</b>	<b>\$ 1,523.7</b>
<b><u>Capital Facilities Budget</u></b>							
<b>Source of Funds</b>							
18 HEAF	\$ 30.9	\$ 1.8	5.9%	\$ 32.7	\$ (16.1)	-49.3%	\$ 16.6
19 Bonds	148.3	(79.1)	-53.3%	69.2	(19.6)	-28.2%	49.7
20 Gifts	22.4	1.5	6.5%	23.8	(12.2)	-51.1%	11.6
21 Other	21.9	7.2	33.0%	29.2	65.7	225.2%	94.8
21 HEAF Fund Balance		19.8	na	19.8	(4.1)	na	15.8
<b>22 Total Sources</b>	<b>\$ 223.5</b>	<b>\$ (48.8)</b>	<b>-30.0%</b>	<b>\$ 174.7</b>	<b>\$ 13.8</b>	<b>7.9%</b>	<b>\$ 188.5</b>
<b>Use of Funds by Object</b>							
23 Construction	\$ 174.9	\$ (64.2)	-36.7%	\$ 110.7	\$ 9.9	8.9%	\$ 120.6
24 Major Rehabilitation	48.6	15.4	31.7%	64.0	(15.1)	-23.6%	48.9
25 Acquisitions	-	-	na	-	19.0		19.0
<b>26 Total Uses</b>	<b>\$ 223.5</b>	<b>\$ (48.8)</b>	<b>-30.0%</b>	<b>\$ 174.7</b>	<b>\$ 13.8</b>	<b>7.9%</b>	<b>\$ 188.5</b>
<b><u>Total Operating, Restricted and Capital Budget</u></b>							
27	\$ 1,565.3	\$ (2.5)	-0.2%	\$ 1,562.7	\$ 149.4	9.6%	\$ 1,712.1

**University of Houston System Combined**  
**Table 2 - Operations**

Source of Funds	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 191,061,027	\$ 16,048,749	8.4%	\$ 207,109,776
Special Items	15,554,746	3,434,265	22.1%	18,989,011
National Research University Fund	9,027,000			9,027,000
Less: Rider Reduction Estimates	(1,129,189)	1,129,189	-100.0%	-
Tuition Revenue Bonds	22,473,695	(118,356)	-0.5%	22,355,339
State Benefits Appropriation	49,283,503	3,213,910	6.5%	52,497,413
Dedicated Appropriations	79,595	15,955	20.0%	95,550
Subtotal State General Revenue Appropriations	286,350,377	23,723,712	8.3%	310,074,089
Tuition and Fees				
Consolidated Tuition & Fees	64,310,234	11,646,113	18.1%	75,956,347
Statutory Tuition	40,959,594	4,693,723	11.5%	45,653,317
Lab/other Student Fees	99,254	(35,050)	-35.3%	64,204
Subtotal Tuition and Fees	105,369,082	16,304,786	15.5%	121,673,868
HEAF	50,929,094	(183,141)	-0.4%	50,745,953
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	4,073,000	650,000	16.0%	4,723,000
Income on State Treasury Deposits	151,726	(19,715)	-13.0%	132,011
Fund Balance	2,200,695	(1,670,695)	-75.9%	530,000
Subtotal General Funds	450,312,883	38,804,947	8.6%	489,117,830
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	383,320,243	37,031,297	9.7%	420,351,540
Voluntary Fees	19,830,177	1,356,018	6.8%	21,186,195
Library Fee	1,974,972	88,902	4.5%	2,063,874
Technology Fee	7,081,591	378,554	5.3%	7,460,145
Information Resource Fee	4,002,594	358,039	na	4,360,633
Major/Department/Class Fees	13,334,920	1,181,820	8.9%	14,516,740
Subtotal Tuition and Fees	429,544,497	40,394,630	9.4%	469,939,127
Indirect Cost	17,435,371	2,192,963	12.6%	19,628,334
Investment Income on Non-Endowed Funds	2,116,788	63,513	3.0%	2,180,301
Endowment Income	9,375,569	558,035	6.0%	9,933,604
Contracts / Grants / Gifts	480,991	4,184	0.9%	485,175
Intellectual Property Management	18,000,000	8,000,000	44.4%	26,000,000
Self Supporting Organizations/Others	36,513,842	1,945,558	5.3%	38,459,400
Fund Balance	4,816,617	(1,015,268)	-21.1%	3,801,349
Subtotal Designated Funds	518,283,675	52,143,615	10.1%	570,427,290
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	31,442,637	500,150	1.6%	31,942,787
Recreation and Wellness Center	8,958,896	55,639	0.6%	9,014,535
University Center Fee	12,368,094			12,368,094
Other Student Fees	819,884	32,642	4.0%	852,526
Subtotal Student Fees	53,589,511	588,431	1.1%	54,177,942
Sales & Service - Student Housing	39,319,576	3,660,598	9.3%	42,980,174
Sales & Service - Parking	16,044,134	135,487	0.8%	16,179,621
Sales & Service - Athletics/Hotel/UC/Other	49,981,246	3,486,004	7.0%	53,467,250
Fund Balance	515,925	80,197	15.5%	596,122
Subtotal Auxiliary Funds	159,450,392	7,950,717	5.0%	167,401,109
<b>Total Current Operating Funds</b>	1,128,046,950	98,899,279	8.8%	1,226,946,229
<b>Interfund Transfer</b>	(32,801,538)	14,684,907	-44.8%	(18,116,631)
<b>Total Sources</b>	\$ 1,095,245,412	\$ 113,584,186	10.4%	\$ 1,208,829,598
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 520,662,816	\$ 52,760,518	10.1%	\$ 573,423,334
Benefits	126,973,475	8,618,635	6.8%	135,592,110
M&O	221,733,685	45,566,979	20.6%	267,300,664
Capital	29,829,795	2,389,909	8.0%	32,219,704
Scholarships	85,366,644	2,266,545	2.7%	87,633,189
Debt Service	79,390,898	(177,864)	-0.2%	79,213,034
Utilities	31,288,099	2,159,464	6.9%	33,447,563
<b>Total Uses</b>	\$ 1,095,245,412	\$ 113,584,186	10.4%	\$ 1,208,829,598

**University of Houston System Combined**  
**Table 3 - Restricted**

	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Source of Funds</b>				
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 99,719,368	\$ 15,149,758	15.2%	\$ 114,869,126
Financial Aid	133,738,114	2,678,282	2.0%	136,416,396
Houston Public Media	2,145,342			2,145,342
Gifts	38,208,091	4,940,147	12.9%	43,148,238
Endowment Income	14,586,001	951,847	6.5%	15,537,848
Other Restricted	4,189,951	(1,691,711)	-40.4%	2,498,240
<b>Total Current Operating Funds</b>	292,586,867	22,028,323	7.5%	314,615,190
<b>Interfund Transfer</b>	215,981	8,646	4.0%	224,627
<b>Total Sources</b>	\$ 292,802,848	\$ 22,036,969	7.5%	\$ 314,839,817
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 46,734,397	\$ 6,645,929	14.2%	\$ 53,380,326
<b>Benefits</b>	9,436,871	147,597	1.6%	9,584,468
<b>M&amp;O</b>	78,987,635	10,457,223	13.2%	89,444,858
<b>Capital</b>	6,191,383	1,553,772	25.1%	7,745,155
<b>Scholarships</b>	150,400,591	3,673,919	2.4%	154,074,510
<b>Debt Service</b>	1,051,971	(441,471)	-42.0%	610,500
<b>Total Uses</b>	\$ 292,802,848	\$ 22,036,969	7.5%	\$ 314,839,817

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

<b>Employee Classification</b>	<b>FY2015 Budget</b>	<b>-----Change-----</b>		<b>FY2016 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Faculty	1,860	79	4%	1,939
Part-time Faculty	1,347	23	2%	1,370
Professional Staff	3,142	144	5%	3,286
Classified Staff	1,975	(6)	0%	1,969
Temporary Staff	1,079	40	4%	1,119
<b>Total</b>	<b>9,403</b>	<b>280</b>	<b>3%</b>	<b>9,683</b>

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

	<b>FY2012 Actuals</b>	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Budget</b>	<b>FY2016 Budget</b>	<b>FY16 vs FY15 \$ Change</b>
Semester Credit Hours						
Lower Division	598,562	615,542	590,183	605,935	652,987	47,052
Upper Division	649,581	661,845	679,359	681,493	718,597	37,104
Masters	180,218	173,879	176,258	174,459	176,951	2,492
Doctoral	27,504	26,186	30,760	27,059	29,617	2,558
Special Professional	56,235	54,523	53,723	53,788	55,915	2,127
Total	1,512,100	1,531,975	1,530,283	1,542,734	1,634,067	91,333
Semester Credit Hours-On/Off Campus						
On Campus	1,130,880	1,128,235	1,119,858	1,138,350	1,213,275	74,925
Off Campus	381,220	403,740	410,425	404,384	420,792	16,408
Total	1,512,100	1,531,975	1,530,283	1,542,734	1,634,067	91,333
Fall Headcount	65,253	67,150	65,948	67,800	69,499	1,699
Fall FTE	48,958	50,222	49,836	51,530	53,105	1,575

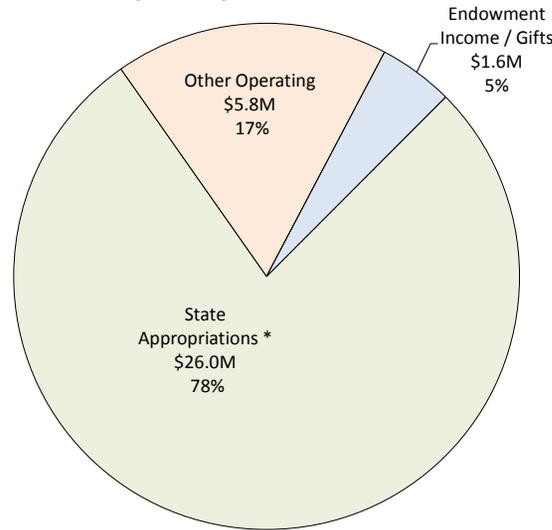
# University of Houston System Administration Budget

FY2015

**Total Budget**

	\$ Millions
Operating Budget	\$ 33.4
Capital Facilities	-
<b>Total</b>	<b>\$ 33.4</b>

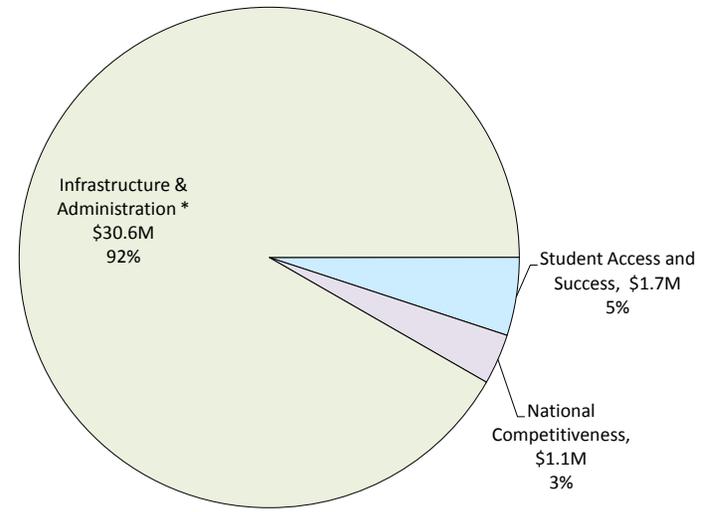
Operating Budget Source of Funds



\* Includes TRB debt service

Total \$33.4 Million

Operating Budget Use of Funds



Total \$33.4 Million

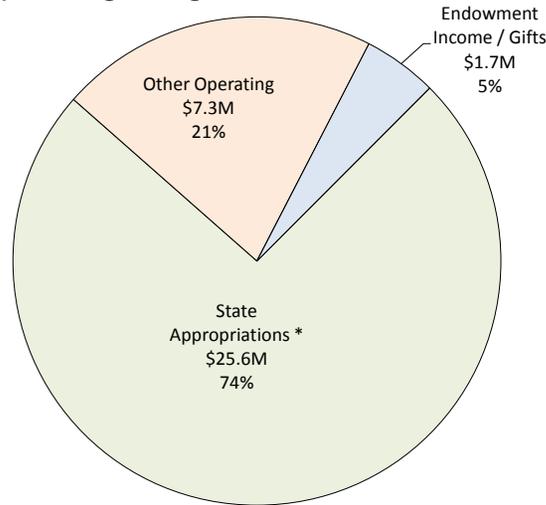
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FY2016

**Total Budget**

	\$ Millions
Operating Budget	\$ 34.6
Capital Facilities	-
<b>Total</b>	<b>\$ 34.6</b>

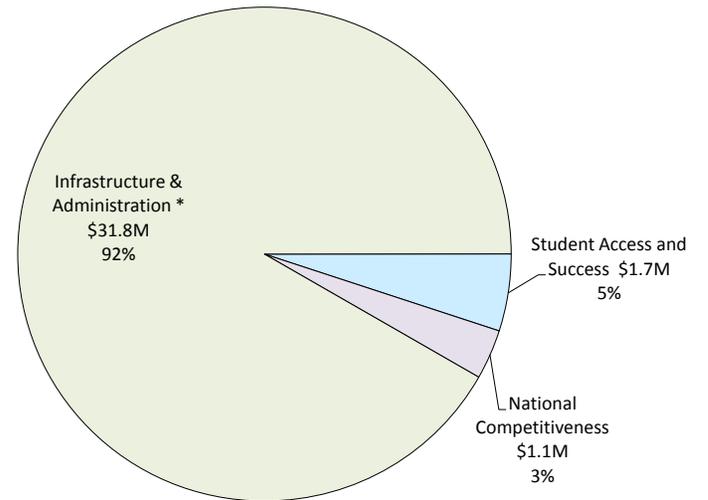
Operating Budget Source of Funds



\* Includes TRB debt service

Total \$34.6 Million

Operating Budget Use of Funds



Total \$34.6 Million

**University of Houston System Administration Operating Budget**  
**Revenues FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 State Appropriations *	\$ 27.5	\$ 27.1	\$ 25.8	\$ 26.0	\$ 25.6
2 Other Operating	9.5	8.5	8.4	5.8	7.3
3 Contracts & Grants	0.0	1.5	1.5	0.0	0.0
4 Endowment Income / Gifts	3.5	4.0	4.4	1.6	1.7
5 Total	<u>\$ 40.5</u>	<u>\$ 41.1</u>	<u>\$ 40.1</u>	<u>\$ 33.4</u>	<u>\$ 34.6</u>

\* Includes TRB debt service

**University of Houston System Administration Operating Budget  
Expenditures FY2012 - FY2016  
\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 Student Access and Success	\$ 5.4	\$ 1.7	\$ 1.4	\$ 1.7	\$ 1.7
2 National Competitiveness	0.9	0.9	1.1	1.1	1.1
3 Infrastructure & Administration *	32.9	31.8	32.8	30.6	31.8
4 Community Advancement	0.1	0.1	0.0	0.0	0.0
5 Total	<u>\$ 39.3</u>	<u>\$ 34.5</u>	<u>\$ 35.3</u>	<u>\$ 33.4</u>	<u>\$ 34.6</u>

\* Includes TRB debt service

**University of Houston System Administration  
FY 2016 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	FY2016	Total	FY2015 Total
1 Exempt Staff	\$ -	\$ 322,401	\$ 787,600	\$ 1,110,001	\$ -	\$ 300,000	\$ 6,186,913	\$ 17,298	\$ -	\$ -	\$ 7,614,212		\$ 6,905,113
2 Non-Exempt Staff			73,019	73,019			60,718	93,523			227,260		216,524
3 Student Employees													8,000
4 Benefits		43,500	169,712	213,212		58,500	1,425,021	69,800			1,766,533		1,716,590
5 Subtotal		365,901	1,030,331	1,396,232		358,500	7,672,652	180,621			9,608,005		8,846,227
6 M&O		721,560	251,875	973,435	31,350	9,600	1,261,134	141,384			2,416,903		1,912,030
7 Travel & Business Expense			22,786	22,786			152,112				174,898		174,898
8 Debt Service							22,355,339				22,355,339		22,473,695
9 Scholarship & Fellowship									14,610		14,610		13,914
10 Subtotal		721,560	274,661	996,221	31,350	9,600	23,768,585	141,384	14,610		24,961,750		24,574,537
11 Total Expenditure Budget	\$ -	\$ 1,087,461	\$ 1,304,992	\$ 2,392,453	\$ 31,350	\$ 368,100	\$ 31,441,237	\$ 322,005	\$ 14,610	\$ -	\$ 34,569,755		\$ 33,420,764

2.4

**University of Houston System Administration**  
**Appendix A - Allocation of New FY 2016 Resources**

<u>Revenue Changes</u>	A
<b>Appropriations Bill</b>	
1 Tuition Revenue Bonds	\$ (118,356)
2 State Benefits Appropriation	<u>(277,164)</u>
3 <b>Subtotal General Revenue</b>	<u>(395,520)</u>
<b>Other</b>	
4 Service Charge from Components	1,401,960
5 Endow/Inv Interest Income	<u>142,551</u>
6 <b>Subtotal Other</b>	<u>1,544,511</u>
7 <b>Total Net Revenue</b>	<u><u>\$ 1,148,991</u></u>

<u>Priority/Initiative Allocations</u>	B
<b>Priority 3. University Infrastructure &amp; Administration</b>	
1 Staff Retention & Benefits	\$ 158,260
2 Tuition Revenue Bond Debt Service	(118,356)
3 Investment Fees & Services	186,000
4 Administrative Operations*	<u>923,087</u>
5 Subtotal - University Infrastructure & Administration	<u>1,148,991</u>
6 <b>Total Priority/Initiative Allocations</b>	<u><u>\$ 1,148,991</u></u>

\*Resources to support the offices of General Counsel, Governmental Relations, Board of Regents and Auditing.

**University of Houston - System Administration**

**Table 1 - Sources & Uses**

(\$ in Millions)

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>
	<b>Historical</b>			<b>Current</b>			<b>New</b>
	FY2014 Budget	-----Change----- Dollars	Percent	FY2015 Budget	-----Change----- Dollars	Percent	FY2016 Budget
<b>Operating &amp; Restricted Budget</b>							
<b>Source of Funds</b>							
1 State Appropriations	\$ 25.9	\$ 0.1	0.3%	\$ 26.0	\$ (0.4)	-1.5%	\$ 25.6
4 Other Operating	6.6	(0.8)	-11.6%	5.9	1.4	24.6%	7.3
6 Endowment Income/Gifts	1.5	0.1	6.0%	1.6	0.1	7.0%	1.7
<b>7 Total Sources</b>	\$ 34.0	\$ (0.6)	-1.7%	\$ 33.4	\$ 1.2	3.5%	\$ 34.6
<b>Use of Funds by Object</b>							
8 Salaries and Wages - Staff	\$ 7.1	\$ 0.1	1.8%	\$ 7.1	\$ 0.7	10.0%	\$ 7.8
10 Benefits	1.7	0.1	4.3%	1.7	0.1	2.9%	1.8
11 M&O	2.8	(0.7)	-25.1%	2.1	0.5	24.3%	2.6
12 Capital Equipment	-	-	0.0%	-	-	0.0%	-
14 Debt Service	22.5	-	0.0%	22.5	(0.1)	-0.5%	22.4
<b>17 Total Uses</b>	\$ 34.0	\$ (0.6)	-1.7%	\$ 33.4	\$ 1.2	3.5%	\$ 34.6
<b>Total Operating, Restricted and Capital Budget</b>							
27	\$ 34.0	\$ (0.6)	-1.7%	\$ 33.4	\$ 1.2	3.5%	\$ 34.6

**University of Houston-System Administration**  
**Table 2 - Operations**

Source of Funds	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 1,425,000	-		\$ 1,425,000
Special Items	711,961	-		711,961
Tuition Revenue Bonds	22,473,695	(118,356)	-0.5%	22,355,339
State Benefits Appropriation	1,377,324	(277,164)	-20.1%	1,100,160
Subtotal State General Revenue Appropriations	25,987,980	(395,520)	-1.5%	25,592,460
<b>Designated</b>				
Investment Income on Non-Endowed Funds	15,360	2,640	17.2%	18,000
Endowment Income	1,526,605	101,049	6.6%	1,627,654
Service Charge	5,687,123	1,401,960	24.7%	7,089,083
Fund Balance	147,063	36,541	24.8%	183,604
Subtotal Designated Funds	7,376,151	1,542,190	20.9%	8,918,341
<b>Total Current Operating Funds</b>	33,364,131	1,146,670	3.4%	34,510,801
<b>Total Sources</b>	\$ 33,364,131	\$ 1,146,670	3.4%	\$ 34,510,801
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 7,129,637	\$ 711,835	10.0%	\$ 7,841,472
Benefits	1,716,590	49,943	2.9%	1,766,533
M&O	2,044,209	503,248	24.6%	2,547,457
Debt Service	22,473,695	(118,356)	-0.5%	22,355,339
<b>Total Uses</b>	\$ 33,364,131	\$ 1,146,670	3.4%	\$ 34,510,801

**University of Houston-System Administration**  
**Table 3 - Restricted**

	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Source of Funds</b>				
<b>Restricted</b>				
Endowment Income	\$ 56,633	\$ 2,321	4.1%	\$ 58,954
<b>Total Current Operating Funds</b>	56,633	2,321	4.1%	58,954
<b>Total Sources</b>	<u>\$ 56,633</u>	<u>\$ 2,321</u>	<u>4.1%</u>	<u>\$ 58,954</u>
<b>Use of Funds by Object</b>				
<b>M&amp;O</b>	56,633	2,321	4.1%	58,954
<b>Total Uses</b>	<u>\$ 56,633</u>	<u>\$ 2,321</u>	<u>4.1%</u>	<u>\$ 58,954</u>

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

<b>Employee Classification</b>	<b>FY2015 Budget</b>	<b>-----Change-----</b>		<b>FY2016 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Professional Staff	60	-	0.0%	60
Classified Staff	10	-	0.0%	10
<b>Total</b>	70	-	0.0%	70

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

	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
Regents	\$ 250,120	\$ 19,910	8.0%	\$ 270,030
Chancellor	1,854,228	11,570	0.6%	1,865,798
Academic Affairs	1,031,470	3,525	0.3%	1,034,995
Student Affairs	309,600			309,600
Research	332,000			332,000
Administration and Finance	975,498	4,423	0.5%	979,921
University Advancement	418,890	2,301	0.5%	421,191
Governmental Relations	884,067	355,580	40.2%	1,239,647
General Counsel	1,153,700	433,667	37.6%	1,587,367
Auditing	1,075,425	176,074	16.4%	1,251,499
Staff Benefits	1,764,324	71,976	4.1%	1,836,300
Institutional	23,000	186,000	808.7%	209,000
Subtotal Operations	<u>10,072,322</u>	<u>1,265,026</u>	<u>12.6%</u>	<u>11,337,348</u>
NASA Programs	711,961			711,961
Other Uses				
Transfer to UH for Charter School	106,153			106,153
Debt Service	22,473,695	(118,356)	-0.5%	22,355,339
<b>Total Uses</b>	<u>\$ 33,364,131</u>	<u>\$ 1,146,670</u>	<u>3.4%</u>	<u>\$ 34,510,801</u>

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

	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
Academic Affairs	\$ 56,633	\$ 2,321	4.1%	\$ 58,954
<b>Total Uses</b>	<b>\$ 56,633</b>	<b>\$ 2,321</b>	<b>4.1%</b>	<b>\$ 58,954</b>

# University of Houston Budget

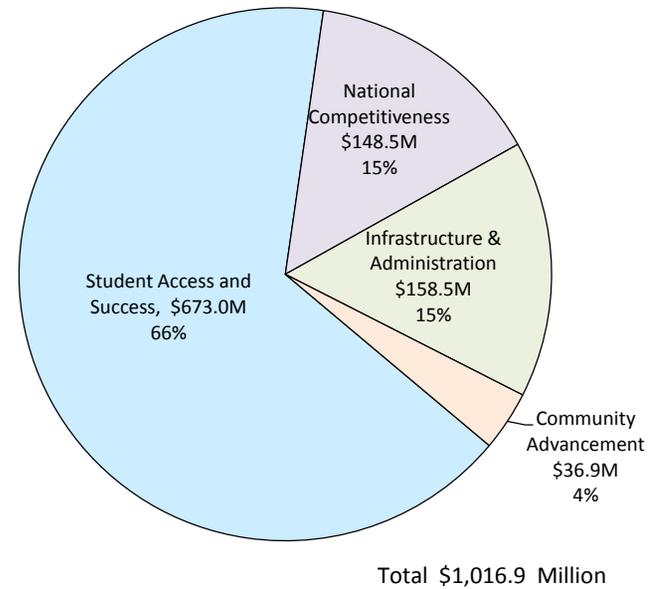
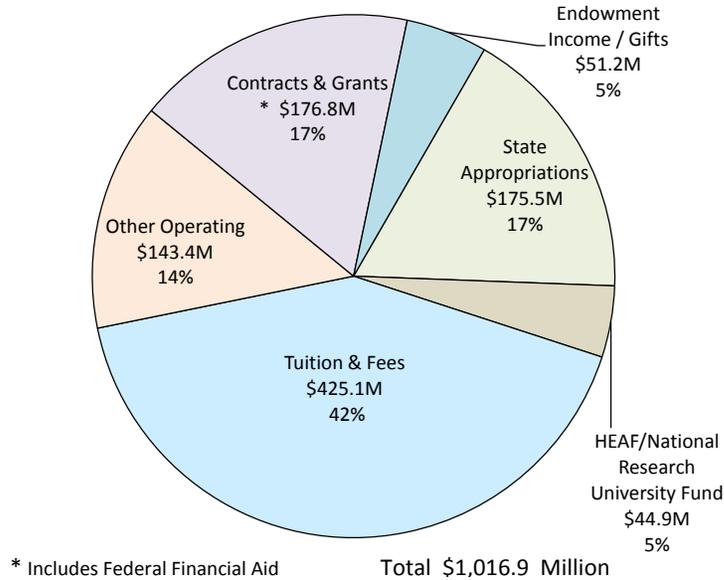
FY2015

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,016.9
Capital Facilities	147.0
<b>Total</b>	<b>\$ 1,163.9</b>



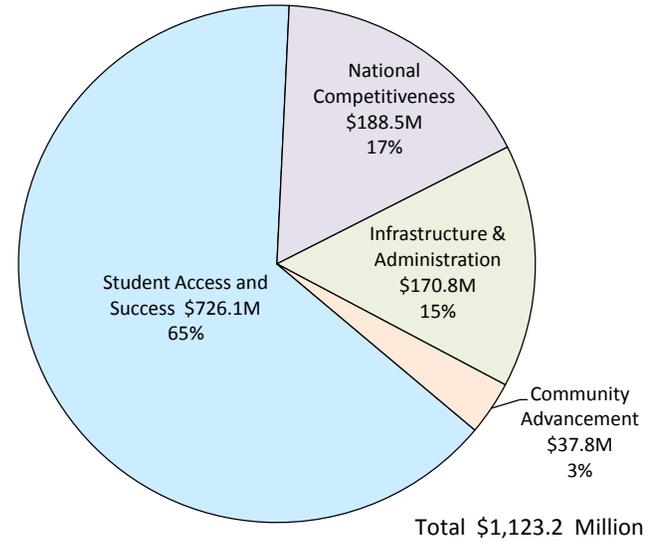
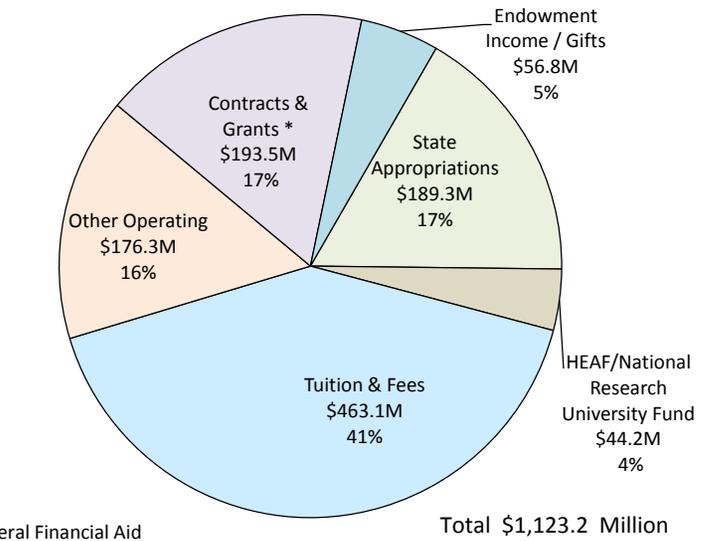
FY2016

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,123.2
Capital Facilities	128.6
<b>Total</b>	<b>\$ 1,251.8</b>



**University of Houston Operating Budget**  
**Revenues FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 State Appropriations	\$ 155.1	\$ 161.8	\$ 176.5	\$ 175.5	\$ 189.3
2 HEAF/National Research University Fund	43.8	35.9	44.7	44.9	44.2
3 Tuition & Fees	381.5	398.7	408.3	425.1	463.1
4 Other Operating	124.8	112.2	135.3	143.4	176.3
5 Contracts & Grants *	138.3	219.6	212.1	176.8	193.5
6 Endowment Income / Gifts	52.8	63.1	66.4	51.2	56.8
7 Total	<u>\$ 896.3</u>	<u>\$ 991.3</u>	<u>\$ 1,043.3</u>	<u>\$ 1,016.9</u>	<u>\$ 1,123.2</u>

\* Includes Federal financial aid

**University of Houston Operating Budget**  
**Expenditures FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 Student Access and Success	\$ 544.5	\$ 613.9	\$ 682.8	\$ 673.0	\$ 726.1
2 National Competitiveness	114.6	137.9	151.8	148.5	188.5
3 Infrastructure & Administration	105.4	99.1	116.6	158.5	170.8
4 Community Advancement	40.5	38.9	42.3	36.9	37.8
5 Total	<u>\$ 805.0</u>	<u>\$ 889.8</u>	<u>\$ 993.5</u>	<u>\$ 1,016.9</u>	<u>\$ 1,123.2</u>

**University of Houston  
FY2016 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 2016 Total	FY 2015 Total
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 1,172,650	\$ 650	\$ -	\$ -	\$ -	\$ 1,525,600	\$ 2,708,900	\$ 2,695,554
2 Tenure Track Faculty	121,581,284	6,675,047	4,675,948	132,932,279	101,667		6,250		100,000		133,140,196	113,479,671
3 Non-Tenure Track Faculty	25,646,776	8,936,282	2,873,360	37,456,418	220,978		56,858				37,734,254	34,977,831
4 Adjunct Faculty	7,690,315	992,039	1,496,440	10,178,794	20,000	15,000	13,000				10,226,794	9,956,995
5 Graduate Assistant	6,892,505	5,827,955	13,064,917	25,785,377	23,033	937,041	123,943		95,000	665,328	27,629,722	25,289,301
6 Exempt Staff	12,190,427	29,027,233	66,228,317	107,445,977	10,979,254	13,632,930	39,770,950	3,452,886	24,985	23,508,427	198,815,409	171,414,985
7 Non-Exempt Staff	2,412,158	2,603,872	7,256,453	12,272,483	1,629,407	2,671,012	5,276,962	10,267,268		5,752,975	37,870,107	36,483,761
8 Student Employees	619,936	360,012	3,623,825	4,603,773	81,500	869,047	414,835	175,366	35,014	3,530,319	9,709,854	9,377,703
9 Summer Instruction Salaries	641,686	6,759	334,650	983,095							983,095	1,951,863
10 Benefits	25,385,481	9,876,754	18,428,747	53,690,982	3,683,852	5,316,161	19,794,778	8,970,586	27,055	7,544,726	99,028,140	95,906,221
<b>11 Subtotal</b>	<b>203,060,568</b>	<b>64,305,953</b>	<b>117,982,657</b>	<b>385,349,178</b>	<b>16,739,691</b>	<b>23,441,191</b>	<b>65,457,576</b>	<b>22,866,106</b>	<b>282,054</b>	<b>41,001,775</b>	<b>555,137,571</b>	<b>498,838,331</b>
12 Capital	403,778	13,310,898	4,535,598	18,250,274	610,300	23,500	3,503,735	290,000		1,160,500	23,838,309	23,268,032
13 M&O		99,335,438	46,046,404	145,381,842	17,369,560	5,112,798	40,899,212	13,006,557	874,334	44,834,520	267,478,823	227,625,462
14 Travel & Business Expense	1,437,641	6,319,514	7,624,602	15,381,757	789,252	1,171,993	744,985	34,050	329,402	5,707,715	24,159,154	25,029,990
15 Debt Service		4,850,362		4,850,362	1,052,139		6,323,454			42,616,895	54,842,850	55,332,040
16 Utilities			450,000	450,000	50,000	10,000	40,000	17,568,505		9,929,816	28,048,321	26,049,218
17 Scholarship & Fellowship	776,117	411,637	1,753,903	2,941,657	10,000	54,000	35,500		162,417,196	1,480,000	166,938,353	158,068,840
<b>18 Subtotal</b>	<b>2,617,536</b>	<b>124,227,849</b>	<b>60,410,507</b>	<b>187,255,892</b>	<b>19,881,251</b>	<b>6,372,291</b>	<b>51,546,886</b>	<b>30,899,112</b>	<b>163,620,932</b>	<b>105,729,446</b>	<b>565,305,810</b>	<b>515,373,582</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 205,678,104</b>	<b>\$ 188,533,802</b>	<b>\$ 178,403,164</b>	<b>\$ 572,615,070</b>	<b>\$ 37,793,592</b>	<b>\$ 29,814,132</b>	<b>\$ 117,004,462</b>	<b>\$ 53,765,218</b>	<b>\$ 163,902,986</b>	<b>\$ 148,256,821</b>	<b>\$ 1,123,152,281</b>	<b>\$ 1,016,907,467</b>

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

In FY 2016, the University of Houston will continue to pursue its very ambitious Tier One agenda, the accomplishment of which will both propel the institution into the highest ranks of universities nationwide and significantly extend its impact in the Houston metropolitan area. To that end, the university is pursuing several transformative initiatives that include increasing the six-year graduation to over 60%, increasing research expenditures by \$100 million, and moving the needle on Tier One measures of excellence in order to secure membership in the Association of American Universities. These and other endeavors are built upon the university's established goals of student success and national competitiveness, as well as its areas of programmatic excellence, including the health sciences, energy and the arts.

To move forward on its goals, the university must continue, on an annual basis, to make strategic investments in core programs and infrastructure. In particular, we must fund new faculty positions in areas of research strength and high instructional demand; we must provide the financial and academic support needed to recruit Tier One quality students and ensure they graduate in a timely manner; and we must provide the support services, facilities and equipment needed to ensure the success of our students and faculty.

The resources needed to make these initiatives successful in the coming years will be substantial and not easy to secure. Last year, for the first time in several years, UH experienced a decrease in enrollment, which would have had a significant negative impact on resource generation had it not been reversed. Fortunately, the university posted record enrollment this year in terms of both student headcount and credit hour generation. Much of this success can be attributed to UH in 4, the components of which include 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. We estimate that the success of UH in 4 contributed to the generation of approximately \$12 million in additional revenue this year.

The University of Houston was also successful this year at building a strong case for state appropriations during the legislative session, the result of which was a significant increase in funding. In total, the university received a \$13.8 million increase in state appropriations to invest in institutional priorities next year. Moreover, beginning in FY 2017, UH will receive a \$17.9M (50%) increase in Higher Education Assistance Funds (HEAF) and Tuition Revenue Bond (TRB) funding for three major construction projects – new academic buildings in Sugar Land and Katy (planning for which will begin next year) and the Health and Biomedical Sciences Building 2, the groundbreaking for which occurred this year.

The FY16 Plan and Budget has been developed within this context. In total, the University of Houston will invest \$61.7 million in new resources and \$35.9 million in HEAF 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.

## 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 all of the student success measures on its progress card:

	2014 Report	2015 Report
Total Enrollment	39,540	40,914
Total Degrees Awarded	8,590	9,238
Freshman 1-year Retention Rate	85%	86%
Freshman 6-year Graduation Rate	48%	48%
Course Completion Rate	97%	97%
Freshman Acceptance Rate	58%	58%
Freshman Median SAT	1140	1143

While the most important of these measures, the six-year graduation rate, remained flat from 2014 to 2015, the university's projection for 2016 is 51 percent – a record high and the greatest increase in a single year in UH history. The university is, therefore, well on its way to meeting its 60%+ goal for the six-year graduation rate, which is critical to improving its ranking in *U.S. News and World Report*. Improvements in student success 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.

During the current year, the university has been implementing two major initiatives designed to enhance student persistence and graduation. First is UH in 4, through which incoming freshmen are guaranteed a flat tuition rate for four years as long as they earn 30 credit hours per year. As discussed earlier, UH in 4 is essential not only for improving student success measures but for optimizing revenue generation at the university. After one year of implementation, the impact of the program on student success has been very positive. Almost half of the fall 2014 freshman class participated in UH in 4, of whom 80% completed at least 30 hours (versus 64% for non-UH in 4 students). UH in 4 students also earned a higher GPA than freshmen who didn't participate in the program, and fewer UH in 4 students were on academic warning or probation over the course of the year.

Second, the university has begun implementing the Student Success Collaborative (SSC), through which data analytics will be used to evaluate and improve student success at the course, major, and institutional levels. The depth of SSC's analysis will provide the university with a powerful tool for making policy decisions at the institutional and program levels. At the same time, it will better equip advisors to guide individual students about making smart choices regarding their academic careers. The underlying analytical engine for the Student Success Collaborative is being completed this year, with training on its use to begin this fall.

In addition to student success at the undergraduate level, UH continues to make progress at the graduate level. Over the past five years, for example, doctoral enrollment has increased by 21 percent (from 1,787 to 2,171). Consistent long-term growth in graduate enrollment will enable UH to achieve its goal of a student body that is 25% graduate (up from 19% today).

## FY 2016 Budget Initiatives

- Need-Based Financial Aid (\$1,931,410 New Resources)*

Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. Specifically, \$1.9 million will be invested in need-based scholarships for both undergraduate and graduate students in FY16.
- Graduate Tuition Fellowships (\$2,700,000 New Resources)*

Providing financial packages for graduate 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 \$2.7 million next year in the Graduate Tuition Fellowship program.
- Academic Excellence Initiatives (\$7,963,356 New Resources)*

In FY16, the University of Houston will expand services at the college and program level to meet the needs of its growing student population (e.g., support for teaching assistants, library services), as well as move forward on several university-wide initiatives that will enhance the academic quality and impact of the institution (e.g., College of the Arts, College of Nursing). \$7.9 million will be invested in these activities next year.
- Student Recruitment and Enrollment Services (\$520,938 New Resources)*

Effective communication with prospective students is critical to the University’s Tier One recruitment efforts. To that end UH will implement a new customer relations management system in FY16. In addition, we will hire an enrollment services officer to support the growing Sugar Land campus and expand other student recruitment and outreach activities.
- Campus Life Initiatives (\$3,721,597 New Resources)*

In addition to academic programming and support, building a high-quality campus environment (including facilities, resources, and activities) is essential to recruiting and retaining a Tier One student body. In FY16, \$3.7 million will be used to address needed facilities improvements and operations in student housing.

### Priority 1. Investment of Resources in FY 2016 Initiatives

	New Resources	HEAF	Total
Need-Based Financial Aid	\$1,931,410		\$1,931,410
Graduate Tuition Fellowships	2,700,000		2,700,000
Academic Excellence Initiatives	7,963,359		7,963,359
Student Recruitment & Enrollment Services	520,938		520,938
Campus Life Initiatives	3,721,597		3,721,597
Total	\$16,837,304	\$0	\$16,837,304

## 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 has made the following progress on its performance measures related to national competitiveness:

	2014 Report	2015 Report
Total Research Expenditures	\$131M	\$141M
Federal Research Expenditures	\$61M	\$59M
Number of Graduate Programs Ranked in the Top 50	10	7
Number of Citations	49,440	56,578
Number of Doctorates Awarded	314	272
Number of Post-Doctoral Appointees	198	219

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 broke ground this year on the Health & Biomedical Sciences Building 2 (an important component of the university's emerging health science center) and continued construction of the Multidisciplinary Research & Engineering Building (MREB), both of which will expand the university's capacity to perform externally-funded research. MREB will be completed in the spring.

With respect to hiring exceptional faculty, during the 2015 legislative session, the Governor and Texas Legislature created the Governor's University Research Initiative, through which state matching funds will be provided to universities that are able to attract nationally recognized scholars to our institutions. The University of Houston is currently in discussions with several members of the national academies in order to recruit them to campus as early as FY 2016. If successful, these hires will have a significant impact on the university's national reputation and research productivity.

### FY 2016 Budget Initiatives

- *New Faculty Positions (\$5,358,329 New Resources)*  
In FY16, the University of Houston will allocate \$5.4 million in new resources to fill 45 new faculty positions this fall. In addition, the UH colleges will invest/reallocate existing resources to fill an additional 71 faculty positions, bringing the total to 116. These individuals have been hired through a planning process that strategically allocates new faculty positions to areas of academic/research strength or high enrollment demand at the university.
- *Faculty Retention (\$4,533,825 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 FY16, the university will invest \$4,533,825 to fund a 3% merit-based raise pool and cover faculty promotion and tenure salary increases.

- *Research Infrastructure Projects (\$10,930,270 New Resource)*

In FY16, the University of Houston will invest \$10.9 million in new resources for the physical infrastructure and operations support needed to further the university’s research endeavors. Initiatives will include the development of the Multidisciplinary Research and Engineering Building, the Health & Biomedical Sciences Building, renovations at the Energy Research Park for technology incubator and wet lab space, and start-up packages for new faculty. Start-up investments include lab equipment purchases and laboratory research.

**Priority 2. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
New Faculty Positions	\$5,358,329		\$5,358,329
Faculty Retention	4,533,825		4,533,825
Research Infrastructure Projects	10,930,270		10,930,270
Total	\$20,822,424	\$0	\$20,822,424

### 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 campus 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 UH Student Center and opened TDECU Stadium – facilities that are having a dramatic impact on campus life at the university. Looking ahead, the university has received funding from the Texas Legislature to construct three new buildings – the Health & Biomedical Sciences Building 2 and new academic buildings in Sugar Land and Katy. Upon completion, these new facilities will greatly expand the UH footprint with respect to instruction, research and the communities we serve.

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 a record high \$127 million – 16% higher than it was the previous year.

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 2016 Budget Initiatives

- *Capital Renewal/Deferred Maintenance (\$14,330,000 HEAF)*  
As part of the CRDM program, the University of Houston will invest \$14.3 million next year in general facilities projects, including repairs/upgrades to campus buildings and addressing life/safety issues.
- *Strategic Capital Investments (\$16,723,036 HEAF)*  
The University of Houston has a large number of older buildings that require major renovations in order to meet the instructional and research needs of the campus (e.g., Science & Engineering Research Building, Old Science Building, etc.). \$16.7 million in HEAF resources will be set aside to begin addressing these needs next year.
- *Campus Equipment Purchases (\$4,127,000 HEAF)*  
The University will make significant upgrades next year to the information technology infrastructure on campus, including network upgrades, expanded Wi-Fi, classroom technologies, etc. The university will also purchase additional vehicles and equipment to support campus police.
- *Staff Retention & Benefits (\$3,741,807 New Resources)*  
In FY16, the University of Houston will allocate \$3,741,807 to pay for a merit-based salary increase of 3.0 percent and associated benefits for high-performing staff members.

- *Administrative Support Initiatives (\$4,440,483 New Resources)*  
The University of Houston must make strategic investments in administrative operations in order to serve the growing number of students, faculty and staff on campus. In FY16, \$4.4 million will be allocated to support human resources, business services, public safety, information technology, and other essential university operations.
- *Advancement & Marketing (\$506,834 New Resources)*  
Investments in university advancement and marketing are critical to the successful implementation of a \$1 billion capital campaign and raising the profile of the university. To that end, the University of Houston will invest \$506,834 million next year to implement marketing and communication activities; hire additional gift officers; provide support staff and operations support; and expand donor engagement activities.

**Priority 3. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Capital Renewal/Deferred Maintenance		\$14,330,000	14,330,000
Strategic Capital Investments		16,723,036	16,723,036
Capital Equipment Purchases		4,127,000	4,127,000
Staff Retention	3,741,807		3,741,807
Administrative Support Initiatives	4,440,483		4,440,483
Advancement and Marketing	506,834		506,834
Total	\$8,689,124	\$35,180,036	\$43,869,160

**University of Houston**  
**Appendix A - Allocation of New FY 2016 Resources**

<u>Revenue Changes</u>		A	<u>Priority/Initiative Allocations</u>		B
<b>Appropriations Bill</b>					
1	General Revenue	\$ 11,411,893	1	Need-Based Financial Aid	\$ 1,931,410
2	Research Development Fund	(5,618,894)	2	Graduate Tuition Fellowships	2,700,000
3	Texas Competitive Knowledge Fund	(4,382,321)	3	Academic Excellence Initiatives	7,963,359
4	Core Research Support	10,887,408	4	Student Recruitment & Enrollment Services	520,938
5	State Match Benefits	1,537,238	5	Campus Life Initiatives	3,721,597
6	Subtotal Appropriations	<u>13,835,324</u>	6	Subtotal - Student Access and Success	<u>16,837,304</u>
<b>Tuition and Fees</b>					
7	Consolidated Tuition and Fees	34,149,569	<b>Priority 2. National Competitiveness</b>		
8	College Voluntary Fees	1,356,018	7	New Faculty Positions	5,358,329
9	Parking Fees	19,281	8	Faculty Retention	4,533,825
10	Residential Life and Housing	3,702,316	9	Research Infrastructure Projects	10,930,270
11	Subtotal Tuition and Fees	<u>39,227,184</u>	10	Subtotal - National Competitiveness	<u>20,822,424</u>
<b>Other</b>					
12	Intellectual Property	8,000,000	<b>Priority 3. University Infrastructure &amp; Administration</b>		
13	Aux Admin, Non-endow Inv Inc, Lab Fees	658,852	11	Staff Retention	3,741,807
14	Subtotal Other	<u>8,658,852</u>	12	Administrative Support Initiatives	4,440,483
15	<b>Total Net Revenue</b>	<u><b>\$ 61,721,360</b></u>	13	Advancement and Marketing	506,834
			14	Subtotal - University Infrastructure & Administration	<u>8,689,124</u>
			15	Strategic Reserve for New Initiatives	15,372,508
			16	<b>Total Priority/Initiative Allocations</b>	<u><b>\$ 61,721,360</b></u>

**University of Houston**  
**Appendix B - Allocation of FY 2016 HEAF**

<b><u>FY16 Allocation</u></b>		<b><u>Priority/Initiative</u></b>	<b><u>HEAF</u></b>
<b>HEAF</b>	<b>\$ 35,180,036</b>	Capital Renewal/Deferred Maintenance	\$ 14,330,000
		Strategic Capital Investments	16,723,036
		Capital Equipment Expenditures	4,127,000
		Subtotal	<u>\$ 35,180,036</u>
		<b>Total New Investments</b>	<b><u>\$ 35,180,036</u></b>

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

	<b>FY2015</b>	<b>FY2016</b>
Funds from Endowed Scholarships	\$ 4,500,000	\$ 5,000,000
Premium Tuition Scholarships (Law)	430,884	494,000
Texas Grant Program Scholarships	22,275,000	23,000,000
Texas Public Education Grant (TPEG)	10,467,845	10,300,878
Property Deposit Scholarships	16,000	-
Honors Scholarships	8,000	8,000
International Education Fee Scholarship	397,779	97,811
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	20,231,532	23,813,880
Graduate Scholarships	6,712,155	5,276,217
B-on-Time Program	2,710,000	3,223,350
Pre-Med Scholarship	350,000	300,000
Merit Scholarships	8,000,000	8,000,000
UH Transfer Scholarships	400,000	590,000
UH Grant-in-Aid Scholarship	1,180,000	957,788
Doctoral Student Tuition Fellowship	10,236,513	12,936,513
Presidential Fellowship Stipend Augmentation	96,044	518,044
Federal College Work Study	1,536,342	1,570,109
Federal Pell Grants	55,000,000	55,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,000,000	1,000,000
<b>Total</b>	<b>\$ 145,548,094</b>	<b>\$ 152,086,590</b>

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

	<b>A</b>		<b>B</b>		<b>C</b>		<b>D</b>		<b>E</b>		<b>F</b>		<b>G</b>	
	<b>Historical</b>		-----Change-----				<b>Current</b>		-----Change-----				<b>New</b>	
	<b>FY2014</b>						<b>FY2015</b>						<b>FY2016</b>	
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>	<b>Dollars</b>
<b>Operating &amp; Restricted Budget</b>														
<b>Source of Funds</b>														
1 State Appropriations	\$ 173.9	\$ 1.7	1.0%	\$ 175.5	\$ 13.8	7.9%	\$ 189.3							
2 HEAF/NRUF	15.0	1.1	7.1%	16.0	13.9	86.4%	29.9							
3 Tuition & Fees	407.9	17.1	4.2%	425.1	38.0	8.9%	463.1							
4 Other Operating	160.9	11.4	7.1%	172.3	18.2	10.6%	190.5							
5 Contracts & Grants	177.9	(1.1)	-0.6%	176.9	16.6	9.4%	193.5							
6 Endowment Income/Gifts	45.9	5.3	11.5%	51.2	5.7	11.1%	56.8							
<b>7 Total Sources</b>	<b>\$ 981.5</b>	<b>\$ 35.4</b>	<b>3.6%</b>	<b>\$ 1,016.9</b>	<b>\$ 106.2</b>	<b>10.4%</b>	<b>\$ 1,123.2</b>							
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$ 166.1	\$ 1.7	1.0%	\$ 167.8	\$ 13.0	7.7%	\$ 180.8							
9 Salaries and Wages - Staff	235.3	7.2	3.1%	242.5	32.1	13.2%	274.7							
10 Benefits	89.1	6.9	7.7%	95.9	3.1	3.3%	99.0							
11 M&O	234.3	6.6	2.8%	241.0	54.0	22.4%	295.0							
12 Capital Equipment	23.1	0.2	0.8%	23.3	0.6	2.5%	23.8							
13 Scholarships	151.9	13.1	8.6%	165.0	1.9	1.2%	166.9							
14 Debt Service	55.5	(0.2)	-0.3%	55.3	(0.5)	-0.9%	54.8							
15 Utilities	26.2	(0.1)	-0.5%	26.0	2.0	7.7%	28.0							
<b>17 Total Uses</b>	<b>\$ 981.5</b>	<b>\$ 35.4</b>	<b>3.6%</b>	<b>\$ 1,016.9</b>	<b>\$ 106.2</b>	<b>10.4%</b>	<b>\$ 1,123.2</b>							

**Capital Facilities Budget**

<b>Source of Funds</b>														
18 HEAF	\$ 28.9	\$ -	0.0%	\$ 28.9	\$ (14.6)	-50.4%	\$ 14.3							
19 Bonds	133.6	(74.1)	-55.4%	59.5	(28.6)	-48.1%	30.9							
20 Gifts	22.1	1.7	7.6%	23.8	(12.2)	-51.1%	11.6							
21 Other	8.4	6.5	77.0%	14.9	56.8	379.8%	71.7							
22 HEAF Fund Balance		19.8		19.8	(19.8)	-100.0%	-							
<b>23 Total Sources</b>	<b>\$ 193.0</b>	<b>\$ (46.1)</b>	<b>-23.9%</b>	<b>\$ 147.0</b>	<b>\$ (18.4)</b>	<b>-12.5%</b>	<b>\$ 128.6</b>							
<b>Use of Funds by Object</b>														
24 Construction	\$ 164.6	\$ (63.8)	-38.8%	\$ 100.8	\$ (16.1)	-16.0%	\$ 84.7							
25 Major Rehabilitation	28.4	17.8	62.6%	46.2	(2.3)	-5.0%	43.9							
<b>26 Total Uses</b>	<b>\$ 193.0</b>	<b>\$ (46.1)</b>	<b>-23.9%</b>	<b>\$ 147.0</b>	<b>\$ (18.4)</b>	<b>-12.5%</b>	<b>\$ 128.6</b>							

**Total Operating, Restricted and Capital Budget**

27	\$ 1,174.5	\$ (10.6)	-0.9%	\$ 1,163.9	\$ 87.8	7.5%	\$ 1,251.7							
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**University of Houston**  
**Table 2 - Operations**

Source of Funds	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 130,069,911	\$ 12,298,086	9.5%	\$ 142,367,997
Special Items	13,204,276			13,204,276
National Research University Fund	9,027,000			9,027,000
State Benefits Appropriation	32,236,334	1,537,238	4.8%	33,773,572
Subtotal State General Revenue Appropriations	184,537,521	13,835,324	7.5%	198,372,845
Tuition and Fees				
Consolidated Tuition & Fees	64,310,234	11,646,113	18.1%	75,956,347
Lab/other Student Fees	92,454	(35,050)	-37.9%	57,404
Subtotal Tuition and Fees	64,402,688	11,611,063	18.0%	76,013,751
HEAF	35,885,768	(705,732)	-2.0%	35,180,036
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	4,050,000	650,000	16.0%	4,700,000
Income on State Treasury Deposits	92,984	(12,340)	-13.3%	80,644
Subtotal General Funds	290,207,870	25,378,315	8.7%	315,586,185
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	299,587,236	25,036,591	8.4%	324,623,827
Voluntary Fees	19,830,177	1,356,018	6.8%	21,186,195
Subtotal Tuition and Fees	319,417,413	26,392,609	8.3%	345,810,022
Indirect Cost	16,871,258	2,339,000	13.9%	19,210,258
Investment Income on Non-Endowed Funds	1,473,668	56,242	3.8%	1,529,910
Endowment Income	7,099,446	404,426	5.7%	7,503,872
Contracts / Grants / Gifts	323,153			323,153
Intellectual Property Management	18,000,000	8,000,000	44.4%	26,000,000
Arte Publico/Opt Clinic/Self Supp Org	26,278,197	(460,499)	-1.8%	25,817,698
Subtotal Designated Funds	389,463,135	36,731,778	9.4%	426,194,913
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	21,105,602			21,105,602
Recreation and Wellness Center	7,787,628			7,787,628
University Center Fees	12,368,094			12,368,094
Subtotal Student Fees	41,261,324			41,261,324
Sales & Service - Student Housing	35,083,215	3,702,316	10.6%	38,785,531
Sales & Service - Parking	13,761,711	19,281	0.1%	13,780,992
Sales & Service - Athletics/Hotel/Other	48,332,621	3,539,869	7.3%	51,872,490
Subtotal Auxiliary Funds	138,438,871	7,261,466	5.2%	145,700,337
<b>Total Current Operating Funds</b>	<b>818,109,876</b>	<b>69,371,559</b>	<b>8.5%</b>	<b>887,481,435</b>
<b>Interfund Transfer</b>	<b>(28,885,768)</b>	<b>14,555,768</b>	<b>-50.4%</b>	<b>(14,330,000)</b>
<b>Total Sources</b>	<b>\$ 789,224,108</b>	<b>\$ 83,927,327</b>	<b>10.6%</b>	<b>\$ 873,151,435</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	<b>\$ 367,333,226</b>	<b>\$ 37,672,253</b>	<b>10.3%</b>	<b>\$ 405,005,479</b>
<b>Benefits</b>	<b>87,144,437</b>	<b>2,845,402</b>	<b>3.3%</b>	<b>89,989,839</b>
<b>M&amp;O</b>	<b>169,878,910</b>	<b>42,321,797</b>	<b>24.9%</b>	<b>212,200,707</b>
<b>Capital</b>	<b>17,098,996</b>	<b>(997,463)</b>	<b>-5.8%</b>	<b>16,101,533</b>
<b>Scholarships</b>	<b>67,439,252</b>	<b>133,954</b>	<b>0.2%</b>	<b>67,573,206</b>
<b>Debt Service</b>	<b>54,280,069</b>	<b>(47,719)</b>	<b>-0.1%</b>	<b>54,232,350</b>
<b>Utilities</b>	<b>26,049,218</b>	<b>1,999,103</b>	<b>7.7%</b>	<b>28,048,321</b>
<b>Total Uses</b>	<b>\$ 789,224,108</b>	<b>\$ 83,927,327</b>	<b>10.6%</b>	<b>\$ 873,151,435</b>

**University of Houston**  
**Table 3 - Restricted**

Source of Funds	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 91,114,251	\$ 15,986,333	17.5%	\$ 107,100,584
Financial Aid	83,273,456	651,046	0.8%	83,924,502
Houston Public Media	2,145,342			2,145,342
Gifts	36,836,391	4,809,089	13.1%	41,645,480
Endowment Income	13,255,013	866,019	6.5%	14,121,032
Other Restricted	1,058,906	5,000	0.5%	1,063,906
<b>Total Current Operating Funds</b>	<u>227,683,359</u>	<u>22,317,487</u>	<u>9.8%</u>	<u>250,000,846</u>
<b>Total Sources</b>	<u>\$ 227,683,359</u>	<u>\$ 22,317,487</u>	<u>9.8%</u>	<u>\$ 250,000,846</u>
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 43,050,182	\$ 7,430,784	17.3%	\$ 50,480,966
Benefits	8,761,784	276,517	3.2%	9,038,301
M&O	71,086,082	11,683,074	16.4%	82,769,156
Capital	6,169,036	1,567,740	25.4%	7,736,776
Scholarships	97,564,304	1,800,843	1.8%	99,365,147
Debt Service	1,051,971	(441,471)	-42.0%	610,500
<b>Total Uses</b>	<u>\$ 227,683,359</u>	<u>\$ 22,317,487</u>	<u>9.8%</u>	<u>\$ 250,000,846</u>

**University of Houston**

**Table 4 - Capital Projects**

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2016 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
<b>New Construction</b>								
TDECU Football Stadium with Band Facility	\$ 118,224,116	\$ 6,779,347	\$ -	\$ 125,003,463	\$ 5,000,000	\$ 26,183,568	\$ 15,104,110	\$ 78,715,785
Basketball Practice Facility	21,717,500	3,832,500	-	25,550,000			550,000	25,000,000
Health & Bio Science 1 - 4th Floor Build-out	3,306,357	1,564,281	-	4,870,638			94,000	4,776,638
Health & Bio Science 2	12,567,398	33,232,708	-	45,800,106	26,516,009		104,760	19,179,337
Multi-Disciplinary Research & Engineering Bldg	8,992,983	38,007,017	4,000,000	51,000,000		41,000,000	10,000,000	
Science Teaching Lab - 4th Floor Build-out	2,027,017	1,269,983	-	3,297,000		209,900		3,087,100
<b>Subtotal New Construction</b>	<b>\$ 166,835,371</b>	<b>\$ 84,685,836</b>	<b>\$ 4,000,000</b>	<b>\$ 255,521,207</b>	<b>\$ 31,516,009</b>	<b>\$ 67,393,468</b>	<b>\$ 25,852,870</b>	<b>\$ 130,758,860</b>
<b>Major Repair and Rehabilitation</b>								
Cougar Sub Station Project	\$ 1,422,450	\$ 12,000,000	\$ 10,577,550	\$ 24,000,000	\$ 24,000,000	\$ -	\$ -	\$ -
CRWC Natatorium Renovations	3,595,276	4,832,124	-	8,427,400				8,427,400
Energy Research Park - Building 1A	6,653,916	346,084	-	7,000,000				7,000,000
Energy Research Park - Building 5	1,754,859	11,245,141	-	13,000,000				13,000,000
ERP Temp Parking	92,300	1,137,700	-	1,230,000		1,230,000		
<b>Projects Budgeted Annually</b>								
Capital Renewal Deferred Maintenance		14,330,000		14,330,000	14,330,000			
<b>Subtotal Major Repairs &amp; Rehabilitation</b>	<b>\$ 13,518,801</b>	<b>\$ 43,891,049</b>	<b>\$ 10,577,550</b>	<b>\$ 67,987,400</b>	<b>\$ 38,330,000</b>	<b>\$ 1,230,000</b>	<b>\$ -</b>	<b>\$ 28,427,400</b>
<b>Total</b>	<b>\$ 180,354,172</b>	<b>\$ 128,576,885</b>	<b>\$ 14,577,550</b>	<b>\$ 323,508,607</b>	<b>\$ 69,846,009</b>	<b>\$ 68,623,468</b>	<b>\$ 25,852,870</b>	<b>\$ 159,186,260</b>

(1) Project expenditures to date, estimated through August 31, 2015

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

Employee Classification	FY2015 Budget	-----Change-----		FY2016 Budget
		FTE	Percent	
Faculty	1,232	45	3.7%	1,277
Part-time Faculty	951			951
Professional Staff	2,231	40	1.8%	2,271
Classified Staff	1,308			1,308
Temporary Staff	760			760
<b>Total</b>	<b>6,482</b>	<b>85</b>	<b>1.3%</b>	<b>6,567</b>

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

	<b>FY2012 Actuals</b>	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Budget</b>	<b>FY2016 Budget</b>	<b>FY16 vs FY15 Change</b>
Semester Credit Hours						
Lower Division	452,668	456,016	427,349	432,604	467,711	35,107
Upper Division	343,810	354,919	365,177	366,272	399,705	33,433
Masters	94,375	91,775	91,798	91,143	88,386	(2,757)
Doctoral	27,504	26,186	30,760	27,059	29,617	2,558
Special Professional	56,235	54,523	53,723	53,788	55,915	2,127
Total	974,592	983,419	968,807	970,866	1,041,334	70,468
Semester Credit Hours-On/Off Campus						
On Campus	791,256	789,016	778,989	776,693	837,306	60,613
Off Campus	183,336	194,403	189,818	194,173	204,028	9,855
Total	974,592	983,419	968,807	970,866	1,041,334	70,468
Fall Headcount	39,820	40,747	39,540	40,914	41,732	818
Fall FTE	32,066	32,673	31,945	33,379	34,047	668

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

Sources	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
Current Year Revenue	\$ 21,105,602	\$ 2,182	0.0%	\$ 21,107,784
Budgeted Fund Balance	54,796	1,181,435	2156.1%	1,236,231
<b>Total Sources</b>	<b>\$ 21,160,398</b>	<b>\$ 1,183,617</b>	<b>5.6%</b>	<b>\$ 22,344,015</b>
<b>Allocations</b>				
A.D. Bruce Religion Center	\$ 212,583	\$ -		\$ 212,583
Activities Funding Board	159,890			159,890
Band Program/Spirit Squad	286,400			286,400
Blaffer Gallery	21,500			21,500
Campus Activities -SFAC/Center for Student Involvement	763,720	16,129	2.1%	779,849
Campus Recreation	474,154			474,154
Center for Diversity & Inclusion	125,567			125,567
Center for Lead. & F./S. Life	289,156	34,786	12.0%	323,942
Center for Student Media *	259,003			259,003
Center for Students with Disabilities	425,564			425,564
Children's Learning Center	113,329			113,329
Coog Radio		26,877	na	26,877
Cougars in Recovery		63,364	na	63,364
Council for Ethnic Organization	152,225	5,535	3.6%	157,760
Counseling & Psych. Svcs.	1,544,647	71,302	4.6%	1,615,949
Dean of Students Office	1,089,462			1,089,462
Debate & Advocacy (Formerly Forensics)	39,992			39,992
Frontier Fiesta	173,260			173,260
Health Center	1,741,541			1,741,541
Homecoming	70,879			70,879
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,375,000			3,375,000
LGBT Center	13,027	20,030	153.8%	33,057
Metropolitan Vol. Prog.	66,765	4,369	6.5%	71,134
Student Affairs Information Technology (DSAIT)	814,849			814,849
Student Government Association	147,373			147,373
Student Program Board	156,875	3,716	2.4%	160,591
Student Video Network	78,378			78,378
The Cougar	49,833			49,833
UH Wellness	287,858			287,858
Univ. Career Services	851,630	78,685	9.2%	930,315
University Center	1,070,916	(169,260)	-15.8%	901,656
Urban Experience	131,602			131,602
Veterans Svc. Office	168,546			168,546
Vice President for Student Affairs	1,054,624	169,260	16.0%	1,223,884
VPSA Business Office 2	7,000			7,000
SSF Unallocated Reserve	535,543	858,824	160.4%	1,394,367
<b>Total Allocations</b>	<b>\$ 21,160,398</b>	<b>\$ 1,183,617</b>	<b>5.6%</b>	<b>\$ 22,344,015</b>

\* 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**

	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 3,137,392	\$ 35,860	1.1%	\$ 3,173,252
<b>University Mkt, Comm &amp; Media</b>	4,345,103	144,158	3.3%	4,489,261
<b>University Advancement</b>	11,491,511	2,979,406	25.9%	14,470,917
<b>Student Affairs</b>	82,875,423	9,456,712	11.4%	92,332,135
<b>Research Division</b>	43,191,465	12,523,929	29.0%	55,715,394
<b>Academic Affairs</b>				
Office of the Provost	53,749,132	10,110,200	18.8%	63,859,332
Library	18,119,020	939,513	5.2%	19,058,533
Architecture	5,234,496	376,403	7.2%	5,610,899
Business Administration	42,352,779	391,721	0.9%	42,744,500
Education	13,350,217	563,278	4.2%	13,913,495
Engineering	32,150,850	(558,610)	-1.7%	31,592,240
Hotel & Restaurant Management	12,042,007	739,326	6.1%	12,781,333
Law	23,897,298	609,123	2.5%	24,506,421
Liberal Arts and Social Sciences	64,370,780	3,596,309	5.6%	67,967,089
Natural Sciences & Mathematics	52,761,480	(853,199)	-1.6%	51,908,281
Optometry	21,534,497	197,466	0.9%	21,731,963
Pharmacy	14,827,644	(1,798,995)	-12.1%	13,028,649
Social Work	4,110,921	213,639	5.2%	4,324,560
Technology	13,572,819	(539,745)	-4.0%	13,033,074
Honors	2,991,989	1,034,310	34.6%	4,026,299
Subtotal Academic Affairs	\$ 375,065,929	\$ 15,020,739	4.0%	\$ 390,086,668
<b>Administration and Finance</b>	91,237,114	10,455,967	11.5%	101,693,081
<b>Institutional Initiatives Reserve</b>		17,271,412	na	17,271,412
<b>Utilities</b>	26,049,218	1,634,748	6.3%	27,683,966
<b>Staff Benefits</b>	46,526,780	1,277,224	2.7%	47,804,004
<b>Athletics</b>	29,629,965	1,360,690	4.6%	30,990,655
<b>Institutional Reserves</b>	11,534,238			11,534,238
<b>Capital Reserve</b>	7,000,000	9,725,036	138.9%	16,725,036
<b>Legislative Mandates</b>	4,732,115	1,280,610	27.1%	6,012,725
<b>Debt Service</b>	54,280,068	(47,718)	-0.1%	54,232,350
<b>System Service Charge</b>	(1,872,213)	808,554	-43.2%	(1,063,659)
<b>Total Uses</b>	\$ 789,224,108	\$ 83,927,327	10.6%	\$ 873,151,435

**University of Houston**  
**Note to Table 3: Restricted Expenditures By Organization**

	<b>FY2015</b>	<b>-----Change-----</b>		<b>FY2016</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 91,997	\$ 2,398	2.6%	\$ 94,395
<b>University Advancement</b>	365,492	(16,167)	-4.4%	349,325
<b>Student Affairs</b>	85,484,937	873,760	1.0%	86,358,697
<b>Research Division</b>	5,938,084	3,468,118	58.4%	9,406,202
<b>Academic Affairs</b>				
Office of the Provost	1,992,248	(377,481)	-18.9%	1,614,767
Library	297,704	13,483	4.5%	311,187
Architecture	615,871	(15,654)	-2.5%	600,217
Business Administration	8,594,508	956,147	11.1%	9,550,655
Education	4,312,024	1,428,873	33.1%	5,740,897
Engineering	23,978,468	5,050,591	21.1%	29,029,059
Hotel & Restaurant Management	2,975,808	(23,234)	-0.8%	2,952,574
Law	1,672,756	247,534	14.8%	1,920,290
Liberal Arts and Social Sciences	18,148,480	1,524,789	8.4%	19,673,269
Natural Sciences & Mathematics	32,239,407	4,637,885	14.4%	36,877,292
Optometry	5,528,931	2,113,534	38.2%	7,642,465
Pharmacy	4,099,687	(392,166)	-9.6%	3,707,521
Social Work	2,828,643	(312,442)	-11.0%	2,516,201
Technology	1,790,004	411,466	23.0%	2,201,470
Honors	923,409	(46,435)	-5.0%	876,974
Subtotal Academic Affairs	<b>\$ 109,997,948</b>	<b>\$ 15,216,890</b>	<b>13.8%</b>	<b>\$ 125,214,838</b>
<b>Administration and Finance</b>	2,039,997	492,960	24.2%	2,532,957
Houston Public Media	18,694,157	1,092,378	5.8%	19,786,535
<b>Athletics</b>	4,018,776	1,628,621	40.5%	5,647,397
<b>Debt Service</b>	1,051,971	(441,471)	-42.0%	610,500
<b>Total Uses</b>	<b>\$ 227,683,359</b>	<b>\$ 22,317,487</b>	<b>9.8%</b>	<b>\$ 250,000,846</b>

## **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.

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

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.

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

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:

<b>&lt; 15 FTE</b>	<b>9 units</b>
<b>12 - 24 FTE</b>	<b>12 units</b>
<b>25 - 39 FTE</b>	<b>15 units</b>
<b>40 FTE&gt;</b>	<b>18 units</b>

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.

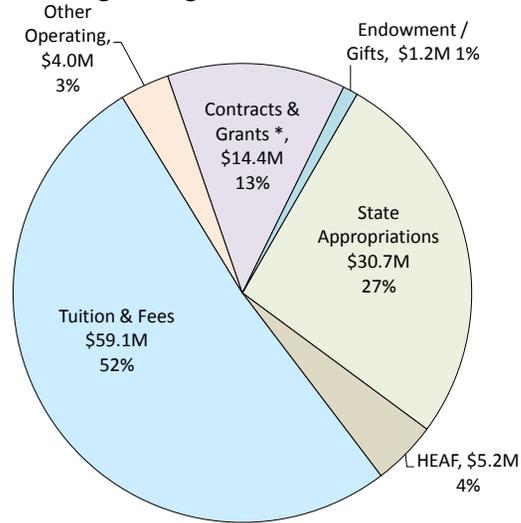
Every department's compliance with these minimum teaching load requirements shall be assessed each academic year. If a department is found to be out of compliance, the institution shall take appropriate steps to address the noncompliance and to prevent such noncompliance in the future.

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

# UH-Clear Lake Budget

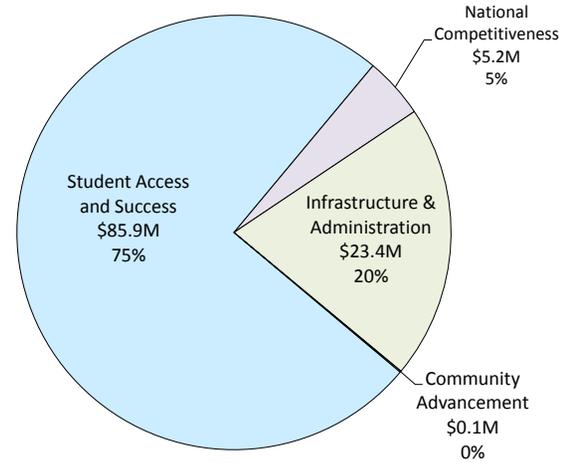
**FY2015**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid Total \$114.6 Million

**Operating Budget Use of Funds**



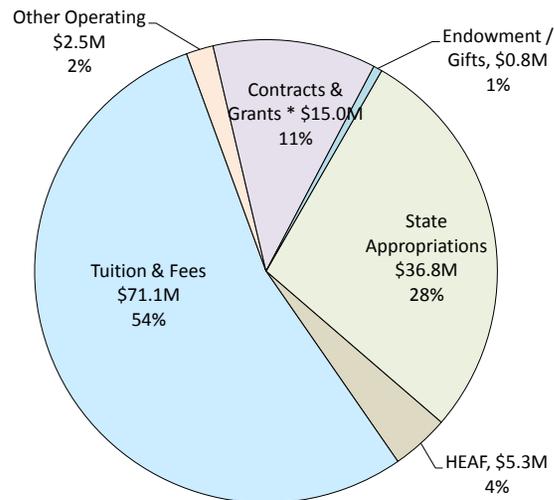
Total \$114.6 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 114.6
Capital Facilities	2.2
<b>Total</b>	<b>\$ 116.8</b>

4.1

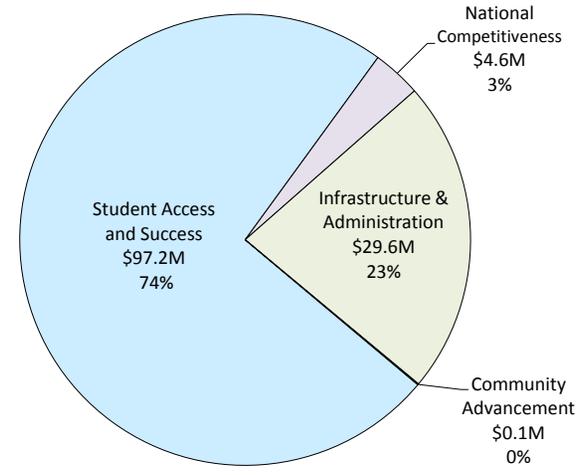
**FY2016**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid Total \$131.5 Million

**Operating Budget Use of Funds**



Total \$131.5 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 131.5
Capital Facilities	23.1
<b>Total</b>	<b>\$ 154.6</b>

**UH-Clear Lake Operating Budget**  
**Revenues FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 State Appropriations	\$ 28.9	\$ 29.1	\$ 30.9	\$ 30.7	\$ 36.8
2 HEAF	5.2	5.2	5.2	5.2	5.3
3 Tuition & Fees	49.3	50.6	56.6	59.1	71.1
4 Other Operating	5.1	2.6	2.8	4.0	2.5
5 Contracts & Grants *	11.6	14.2	14.8	14.4	15.0
6 Endowment / Gifts	0.8	1.7	1.8	1.2	0.8
7 Total	<u>\$ 100.9</u>	<u>\$ 103.4</u>	<u>\$ 112.1</u>	<u>\$ 114.6</u>	<u>\$ 131.5</u>

\* Includes Federal financial aid

**UH-Clear Lake Operating Budget**  
**Expenditures FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 Student Access and Success	\$ 76.0	\$ 77.0	\$ 83.6	\$ 85.9	\$ 97.2
2 National Competitiveness	0.9	2.0	1.8	5.2	4.6
3 Infrastructure & Administration	21.5	21.4	21.3	23.4	29.6
4 Community Advancement	0.8	0.6	0.4	0.1	0.1
5 Total	<u>\$ 99.2</u>	<u>\$ 101.0</u>	<u>\$ 107.1</u>	<u>\$ 114.6</u>	<u>\$ 131.5</u>

4.3

**University of Houston-Clear Lake  
FY2016 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 2016 Total	FY 2015 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 486,000	\$ -	\$ -	\$ 10,000	\$ 496,000	\$ 466,000
2 Tenure Track Faculty	21,762,585		121,917	21,884,502							21,884,502	19,623,443
3 Non-Tenure Track Faculty	2,288,332			2,288,332							2,288,332	1,744,939
4 Adjunct Faculty	2,860,972			2,860,972							2,860,972	2,383,772
5 Graduate Assistant	745,553		22,789	768,342		28,416					796,758	709,968
6 Exempt Staff	2,505,929	1,627,480	6,751,300	10,884,709		2,688,400	6,771,637	892,615		1,969,920	23,207,281	20,697,615
7 Non-Exempt Staff	1,449,723	33,513	1,386,863	2,870,099		873,641	2,751,197	1,780,819		1,034,206	9,309,962	8,750,629
8 Student Employees	164,479		515,336	679,815		288,660	18,317			286,136	1,272,928	987,988
9 Summer Instruction Salaries	2,265,311			2,265,311							2,265,311	1,910,584
10 Benefits	9,175,229	313,155	2,638,563	12,126,947		1,065,459	3,319,913	952,663		879,119	18,344,101	15,610,145
11 Subtotal	43,218,113	1,974,148	11,436,768	56,629,029		4,944,576	12,861,064	3,626,097		4,169,381	82,230,147	72,419,083
12 Capital	254,000		2,508,302	2,762,302		480,000	3,839,505	690,490			7,772,297	3,722,191
13 M&O	2,600,827	2,634,659	3,948,638	9,184,124	24,524	2,413,070	3,576,240	2,141,873		1,215,695	18,555,526	17,460,691
14 Travel & Business Expense	177,138	27,912	350,822	555,872	6,476	69,922	222,083	3,975	5,749	66,020	930,097	925,954
15 Debt Service										326,414	326,414	325,303
16 Utilities								2,185,937		202,744	2,388,681	2,288,681
17 Scholarship & Fellowship									18,800,813		18,800,813	16,996,846
18 Subtotal	3,031,965	2,662,571	6,807,762	12,502,298	31,000	2,962,992	7,637,828	5,022,275	18,806,562	1,810,873	48,773,828	41,719,666
19 Total Expenditure Budget	\$ 46,250,078	\$ 4,636,719	\$ 18,244,530	\$ 69,131,327	\$ 31,000	\$ 7,907,568	\$ 20,984,892	\$ 8,648,372	\$ 18,806,562	\$ 5,990,254	\$ 131,499,975	\$ 114,604,749

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.

The University of Houston-Clear Lake will become a university of more than 10,000 students over the next five years (2015-2020). New facilities will be built at UH-Clear Lake including a STEM and Classroom Building along with planning for a Recreation and Wellness Center and additional student housing. The UHCL Pearland Campus will transition from an upper-level to a four-year campus in 2018 following construction of the Health Sciences and Classroom Building. UHCL expects to have approximately 75,000 alumni by 2020.

## UH-Clear Lake Planning Process

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

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

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

Overall, for fiscal year 2016, 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 2016 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 2016. The major priorities include:

1. Student Access and Success - \$9,270,225
  - Student Financial Assistance
  - Student Support
  - Academic Support
  - New Faculty
  - Staff Support for Enrollment Growth and Retention
  - Four Year Initiative
  - Instructional Support
  - Pearland Lease
  
2. Academic and Research Excellence/National Competitiveness - \$3,044,790
  - Faculty Recruitment and Retention
  - Faculty Development
  - Faculty Promotions
  - Teaching and Research Resources

3. University Infrastructure and Administration - \$9,809,219
  - Staff Recruitment and Retention
  - Faculty and Staff Benefits
  - Infrastructure – Projects, Renovations, Equipment
  - Environmental Health and Safety
  - Campus Safety and Security
  - Medical Center Lease/Operations
  - Operations Support
  - Miscellaneous Other
  - Campus Facilities
  - University Computing
  - Capital Renewal and Deferred Maintenance
  
4. Community Advancement - \$284,000
  - University Advancement Support
  - Center for Autism and Developmental Disabilities
  - Psychological Services Clinic

## **Priority 1. Student Access and Success**

### **Context**

Fall 2014 marked the transformation of the University of Houston-Clear Lake from an upper-level to a four-year university. Since the passage of legislation authorizing downward expansion for UH-Clear Lake in the 2011 session, UHCL has been planning for this transition. Our target for Fall 2014 was to have 420 freshmen and sophomores with 60% full-time and 40% part-time. Our freshman and sophomore class of 2014 totaled more than 500 with our freshmen being 86% full-time and 14% part-time. The average SAT of our enrolled freshmen was 1062 and their average high school grade point average was 3.47 on a 4.0 scale. The freshman class was 70% female, 30% male and came from 70 different high schools. For the freshmen, the top majors included biology, computer science, computer engineering, interdisciplinary studies (education), accounting and management. A significant investment of new and reallocated resources, including 16.0 new faculty and 9.0 new staff were necessary for UHCL to make such a major transition. During 2014-2015, an additional 4.5 faculty FTE and 5.0 staff were added in support of downward expansion. In the 2015 session of the legislature, UHCL was very fortunate to receive \$3.25 million per year in exceptional item start-up funding for the transition to a four-year university. We are pleased to report that our retention rate for freshmen from Fall 2014 to Spring 2015 was 89%. Our retention target for Fall 2014 to Fall 2015 is 75%.

For Fall 2014, UHCL served 8,665 students which was the highest enrollment ever for UHCL. In addition to our new freshmen and sophomores, significant growth occurred at the graduate level in our School of Science and Computer Engineering with enrollment targeted in the computer-related disciplines including computer science, computer engineering, and software engineering. Additional resources were allocated to both the School of Business and the School of Science and Computer Engineering for growth in their graduate program enrollment including 12.0 faculty FTE and 3.0 advising staff. With respect to our performance indicators, our transfer retention rate was 85.2% and our transfer graduation rate was 75.0%. UHCL awarded 2,313 degrees with 1,203 at the bachelor's level and 1,110 graduate degrees including master's and doctoral. Our survey of graduating students indicated that 91% would recommend UHCL to family and friends.

During the 2014-2015 academic year, UHCL introduced two new academic programs. The Bachelor of Science in Nursing (BSN) was offered at the UHCL Pearland Campus in Fall 2014 and was designed for students seeking the RN to BSN path. This degree was the result of a collaboration with San Jacinto College although it is applicable to all of UHCL's community college partners including Alvin Community College which serves the Pearland area. In Spring 2015, UHCL offered its second doctoral program, the Ed.D. in Curriculum and Instruction with a STEM emphasis. Both of these programs are allocated additional resources for fiscal year 2016 due to program start-up and enrollment growth. For FY16, UHCL is seeking approval from the Texas Higher Education Coordinating Board for the doctoral program in psychology (Psy D) which was previously approved by the UH System Board of Regents. Also, UHCL will continue consultation with UH representatives regarding the potential for a pre-engineering track at UHCL and the development of a degree proposal for an undergraduate degree in mechanical engineering at UHCL.

For fiscal year 2016, UHCL will also devote additional resources for academic advising and graduate student recruitment. Our student-to-advisor ratio in two of our four schools was too high to provide the level and frequency of advising we desire for our students. With respect to graduate student recruitment,

graduate enrollment in all four schools, with a few program exceptions, has been level or decreasing in recent years resulting in the need for graduate student recruiters. Additional staff will also be funded for our Office of International Admissions and Programs which has facilitated the enrollment of an increasing number of international students with an increase of 38% from Fall 2013 to Fall 2014.

## **FY 2016 Budget Initiatives**

- *Student Financial Assistance - \$381,589 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 2016 due to the set-aside from the increased designated tuition rates.
- *Student Support - \$395,254 New Resources*  
New funding will be directed to provide an accessible campus environment for all individuals on campus. This includes making electronic information accessible to students, employees and the public as required by the American with Disability Act and Texas Government Code 2054. Funding will cover accommodation and accessibility costs for items such as interpreters, captions for videos, learning and classroom equipment and employee accommodation. An accessibility support team coordinator will be hired to direct these efforts.
- *Academic Support - \$701,715 New Resources*  
Additional funding will be used for support in the areas of Enrollment Management, Student Services, Library, Computing and International Programs.
- *New Faculty - \$1,873,630 New Resources*  
Through the UHCL planning process, 3 faculty positions were approved to support the nursing, STEM and psychology programs. Due to significant enrollment growth in the School of Business and School of Science and Computer Engineering, 12 new faculty positions have been added.
- *Staff Support for Enrollment Growth and Retention - \$431,610 New Resources*  
The FY16 budget reflects 5 new FTE for advisors to address and meet the critical needs of the students.
- *Four Year Initiative - \$3,941,427 New Resources*  
Additional resources are provided to fully fund and support freshmen and sophomore needs in the second year of UHCL's transition to a four-year university. These resources will fund 16 new faculty and 25 new staff positions, as well as funding for student workers, tutors, teaching assistants and M & O needs.
- *Instructional Support - \$945,000 HEAF*  
Classroom and lab instructional technology at UHCL's main campus, UHCL Pearland Campus and UHCL presence at the Texas Medical Center will be enhanced in FY 2016. New enhancements include expanding our instructional capability at the Texas Medical Center by adding and outfitting a

new classroom and upgrading the technology in the other classrooms and computer lab at this location. Additionally, continuing enhancements will be made at the other 2 locations for classroom and instructional technology. Lab and classroom computers are upgraded on a three-year cycle while classroom projection technology is on an eight-year upgrade cycle.

- *Pearland Lease - \$600,000 HEAF*  
Annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

**Priority 1. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Student Financial Assistance	\$381,589		\$381,589
Student Support	395,254		395,254
Academic Support	701,715		701,715
New Faculty	1,873,630		1,873,630
Staff Support for Enroll. Growth & Retention	431,610		431,610
Four Year Initiative	3,941,427		3,941,427
Instructional Support		945,000	945,000
Pearland Lease		600,000	600,000
Subtotal	\$7,725,225	\$1,545,000	\$9,270,225

## **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 2014-2015, UHCL's School of Business accreditation by AACSB was reaffirmed for its undergraduate and graduate programs in accounting and business administration.

In order to not only maintain, but also enhance our academic program quality, it is imperative that UHCL be able to attract and retain high quality faculty, especially in academic disciplines where there is a significant difference in the supply of and demand for outstanding faculty. For fiscal year 2016, UHCL will allocate funds for a 3% merit pool and a 2% equity pool; both of which will be based on meritorious performance. Using compensation surveys from the College and University Professional Association for Human Resources, UHCL's intermediate target is to reach the 95% level by discipline for meritorious faculty. The intent is to continue the award of merit and equity funds in the years ahead to ultimately reach the 100% level with respect to peer institutions. UHCL will also allocate additional funds for faculty development in FY16 to support the continued professional development of our faculty in teaching, research, and service.

### **FY 2016 Budget Initiatives**

- *Faculty Recruitment and Retention - \$1,174,421 New Resources*  
Resources committed for faculty recruitment and retention provide for a 5% compensation pool. Funds will be awarded based on meritorious performance and market based analysis.
- *Faculty Development - \$227,086 New Resources*  
Funding to support the professional development of faculty in teaching, research, and service.
- *Faculty Promotion - \$68,000 New Resources*  
Promotion stipends are provided for those faculty promoted to associate professor and professor.
- *Teaching and Research Resources - \$1,575,283 HEAF*  
The largest portion of these funds, over \$1.3M, will continue to be allocated to our Neumann Library to purchase and maintain eBooks and electronic journals to enhance the quality of our academic program offerings and faculty research efforts. Neumann Library currently provides online access to 210 research databases, 296,732 eBooks, 77,860 eJournals and 38,345 eVideos.

In our continuing commitment to enhance teaching and research resources, remaining funds will be invested for faculty computing upgrades. Our strategy is to upgrade faculty desktop computers on a three-year cycle.

**Priority 2. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Faculty Recruitment & Retention	\$1,174,421		\$1,174,421
Faculty Development	227,086		227,086
Faculty Promotion	68,000		68,000
Teaching & Research Resources		\$1,575,283	1,575,283
Subtotal	\$1,469,507	\$1,575,283	\$3,044,790

### **Priority 3. University Infrastructure and Administration**

#### **Context**

One of UH-Clear Lake's overall objectives is to provide an operationally efficient and safe 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.

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less, allowing UHCL to reallocate some funds typically used for capital renewal and deferred maintenance projects to capital project needs in FY 2015. However, some Capital Renewal/Deferred Maintenance projects were completed this year, including replacement of aging air conditioning units in the Central Services Building and North Office Annex I, replacement of a failed chiller in the Arbor Building, and completion of an air balancing project in the Bayou Building which added new outside air supplies to pressurize the building and improve indoor air quality and occupant comfort.

#### **FY 2016 Budget Initiatives**

- *Campus Facilities and Equipment- \$3,856,606 New Resources; \$372,990 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. New funding will support start-up of major construction projects (STEM and Classroom Building, Health Sciences and Classroom Building, Recreation and Wellness Center, and Student Housing), off-campus lease space at the Texas Medical Center, and design and construction of a connector road on the north end of campus.
- *University Computing - \$678,471 HEAF*  
These resources are allocated to upgrade staff desktop computers and, importantly, to continually maintain and enhance the hardware supporting our website, course management system and communications network. Servers and network equipment are upgraded on a five-to-eight year cycle, while staff computers are on a three-year cycle.
- *Capital Renewal and Deferred Maintenance - \$1,165,000 HEAF*  
UHCL will continue working projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned for FY 2016 include replacement of the aging boiler at the Delta Building with high-efficiency modular boilers, completion of ceiling tiles, high-efficiency lighting and new air control boxes in the Neumann Library, continued upgrade of parking and roadway surfaces, completion of the Bayou Building first floor replacement of carpet with Fritz Tile, replacement of the North Office Annex I roof, and initiate a multi-year plan to upgrade sidewalk lighting with new poles and fixtures.
- *Faculty and Staff Benefits - \$1,060,038 New Resources*  
This funding is required to cover the rising costs of benefits for faculty and staff positions paid from state and local funds in fiscal year 2016.

- *Operations Support - \$556,709 New Resources*  
Funds are committed to more accurately reflect the increase in insurance premiums. In addition, funds are held to support operational needs as they arise during the fiscal year.
- *Staff Recruitment and Retention - \$1,347,043 New Resources*  
In order to both attract and retain staff, UHCL must offer salaries that are competitive with other public institutions for similar positions. It is imperative that UHCL be as competitive as possible in the recruitment of new staff and the retention of current experienced staff in support of the continuing efforts to transition to a four year university. These resources committed to staff provide a 5.0% compensation pool to be awarded based on meritorious performance and market based adjustments.
- *Environmental Health and Safety, and Campus Security - \$461,780 New Resources*  
In order to be in compliance with state and federal regulations, new funding will provide an additional position of Health and Safety Technician and the purchase of training software to support the safety training needs of students and employees.

Due to a gradual increase over the last few years in crime reports, investigations of suspicious persons, and increased building patrols, additional police officers at the corporal level were funded. These positions will provide an appropriate level of supervision on all shifts and support the further development of personnel towards succession planning.

- *Miscellaneous Other - \$310,582*  
This reflects funding increases for various auxiliary services offered at UHCL, as well as miscellaneous cost increases for items such as debt service and TPEG.

### **Priority 3. Investment of Resources in FY 2016 Initiatives**

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Campus Facilities & Equipment	\$3,856,606	\$372,990	\$4,229,596
University Computing		678,471	678,471
Capital Renewal and Deferred Maintenance		1,165,000	1,165,000
Faculty and Staff Benefits	1,060,038		1,060,038
Operations Support	556,709		556,709
Staff Recruitment and Retention	1,347,043		1,347,043
Environmental Health & Safety, Campus Security	461,780		461,780
Miscellaneous Other	310,582		310,582
Subtotal	\$7,592,758	\$2,216,461	\$9,809,219

## Priority 4. Community Advancement

### Context

UH-Clear Lake's mission statement emphasizes the importance of the university being both partnership-oriented and community-minded. Because of UHCL's continued commitment to community service and outreach, UHCL was named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service in 2014 for the fifth consecutive year. UHCL's community advancement is implemented via the university's various centers and institutes including the Center for Autism and Developmental Disabilities, the Environmental Institute of Houston, the Art School for Children and Young Adults, the Center for Educational Programs, the Psychological Services Clinic, the Cyber Security Institute, and the Center for Executive Education.

For fiscal year 2016, UHCL will focus on a number of new community advancement initiatives which include:

- The Center for Autism and Developmental Disabilities (CADD) received exceptional item funding in the 2015 legislative session of \$200,000 per year. With this additional funding, CADD will expand the reach of its services including school-based consultation for teachers of children with autism and developmental disabilities, clinic-based intensive behavior therapy for children with autism ages 3 to 8, clinic-based language therapy and parent training for individuals of any age with a neurodevelopmental disability, clinic-based assessment and intervention for severe behavior disorders, vocational assessment and training for adults with autism, and comprehensive diagnostic assessments for children suspected of having a disability.
- The Psychological Services Clinic will receive additional support in fiscal year 2016 for both staffing and operational funds in order that faculty may devote their full attention to providing services while staff will manage the day-to-day operation of the clinic.
- The Cyber Security Institute, in partnership with the Bay Area Houston Economic Partnership and Bay Tech, will offer a cyber-security curriculum including a network management and security certification program. Summer camps for area high school students will also be offered.
- The Center for Executive Education in the School of Business will transition from UHCL to the Texas Medical Center and be co-located with UHCL's undergraduate and graduate programs in healthcare administration. The objective is to serve the needs of the healthcare industry for workshops and seminars focused on key issues in healthcare and business administration.
- The Office of University Advancement, which includes University Communications, will receive additional funding for a social media coordinator to enhance UHCL contact with prospective and current students as well as alumni.

### FY 2016 Budget Initiatives

- *Center for Autism and Developmental Disabilities (CADD) - \$200,000 New Resources*  
Current CADD activities include school-based consultation for teachers of children with developmental disabilities, clinic-based behavior therapy for children with autism ages 3 to 8, clinic-

based language therapy and parent training for individuals of any age with a neurodevelopmental disability, clinic-based assessment and intervention for severe behavior disorders, vocational assessment and training for adults with autism, and comprehensive diagnostic assessments for children suspected of having a disability. New funding will provide the opportunity to enhance current activities and expand the reach of current programs.

- *Psychological Services Clinic - \$31,500 New Resources*  
The establishment of a Clinic Director line will allow the clinic to become stable in its staffing without drawing critical faculty resources away from the professional psychology program.
- *University Advancement Support - \$52,500 New Resources*  
The addition of a social media coordinator, in the Communications office, will increase the University's online presence through expanded news and social media and other digital communications activities.

**Priority 4. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Center for Autism & Developmental Disabilities	\$200,000		\$200,000
Psychological Services Clinic	31,500		31,500
University Advancement Support	\$52,500		\$52,500
Subtotal	\$284,000	\$0	\$284,000

**University of Houston-Clear Lake**  
**Appendix A - Allocation of New FY 2016 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ 5,001,770
2	State Matching Benefits	1,002,807
3	Subtotal General Revenue	<u>6,004,577</u>
<b>Tuition and Fees</b>		
4	Statutory Tuition	\$ 4,018,025
5	Designated Tuition	6,797,617
6	Other Student Fees	1,210,110
7	Subtotal Tuition and Fees	<u>12,025,752</u>
<b>Other</b>		
8	Investment/Endowment/Gift	\$ 28,804
9	Sales and Service/Other	(139,367)
10	Fund Balance/Transfers	(1,421,775)
11	Subtotal Other	<u>(1,532,338)</u>
12	<b>Total Net Revenue</b>	<b><u>\$ 16,497,991</u></b>

<u>Reallocations/Reductions</u>		B
1	Reallocations	\$ (573,499)
2	<b>Subtotal - Reallocations/Reductions</b>	<b><u>\$ (573,499)</u></b>

<u>Priority/Initiative Allocations</u>		C
<b>Priority 1. Student Access and Success</b>		
3	Student Financial Assistance	\$ 381,589
4	Student Support	395,254
5	Academic Support	701,715
6	New Faculty	1,873,630
7	Staff Support for Enrollment Growth and Retention	431,610
8	Four Year Initiative	3,941,427
9	<b>Subtotal - Student Access and Success</b>	<b><u>7,725,225</u></b>
<b>Priority 2. National Competitiveness</b>		
10	Faculty Recruitment and Retention	1,174,421
11	Faculty Development	227,086
12	Faculty Promotions	68,000
13	<b>Subtotal - National Competitiveness</b>	<b><u>1,469,507</u></b>
<b>Priority 3. University Infrastructure &amp; Administration</b>		
14	Staff Recruitment and Retention	1,347,043
15	Faculty and Staff Benefits	1,060,038
16	Infrastructure - Projects, Renovations, Equipment	3,683,771
17	Environmental, Health, & Safety	112,080
18	Campus Safety and Security	349,700
19	Medical Center Lease/Operations	172,835
20	Operations Support	556,709
21	Miscellaneous Other	310,582
22	<b>Subtotal - University Infrastructure &amp; Administration</b>	<b><u>7,592,758</u></b>
<b>Priority 4. Community Advancement</b>		
23	University Advancement Support	52,500
24	Center for Autism	200,000
25	Psyc Services Clinic	31,500
26	<b>Subtotal - Community Advancement</b>	<b><u>284,000</u></b>
27	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ 17,071,490</u></b>

28 **Total Net Reductions and New Allocations** **\$ 16,497,991**

**University of Houston-Clear Lake**  
**Appendix B - Allocation of FY 2016 HEAF**

<b><u>FY16 Allocation</u></b>		<b><u>Priority/Initiative</u></b>	<b><u>Allocation</u></b>
HEAF Allocation	\$ 5,336,744	<b>Priority 1. Student Access and Success</b>	
		Instructional Support	\$ 945,000
<b>Total</b>	<b><u>\$ 5,336,744</u></b>	Pearland Lease	<u>600,000</u>
		Subtotal	<u>\$ 1,545,000</u>
		<b>Priority 2. Academic and Research Excellence/National Competitiveness</b>	
		Teaching and Research Resources	<u>\$ 1,575,283</u>
		<b>Priority 3. University Infrastructure and Administration</b>	
		Campus Facilities	\$ 372,990
		University Computing	678,471
		Capital Renewal and Deferred Maintenance	<u>1,165,000</u>
		Subtotal	<u>\$ 2,216,461</u>
		<b>Total Investments</b>	<b><u>\$ 5,336,744</u></b>

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

	<u>FY2015</u>	<u>FY2016</u>
Funds from Endowed Scholarships	\$ 295,000	\$ 325,000
Texas Grant Program Scholarships	1,671,667	1,175,822
Texas Public Education Grant (TPEG)	1,123,512	1,258,963
Property Deposit Scholarships	30,000	4,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	1,457,574	1,943,716
Graduate Scholarships	1,065,887	1,029,418
Academic Recognition Scholarships		
B-on-Time Program*	50,000	100,000
New Student Scholarships	525,000	800,000
Scholarships - Transfer	950,000	1,100,000
Alumni Annual Fund Scholarships	2,000	1,000
Cullen Leaders Scholarships	20,000	12,000
Federal College Work Study	160,000	165,000
Federal Pell Grants	7,900,000	8,600,000
Federal Supplemental Education Opportunity Grants (SEOG)	177,069	199,289
Total	<u>\$ 15,427,709</u>	<u>\$ 16,714,208</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
	<b>Historical</b>	-----Change-----			<b>Current</b>	-----Change-----			<b>New</b>
	<b>FY2014</b> Budget	Dollars	Percent		<b>FY2015</b> Budget	Dollars	Percent		<b>FY2016</b> Budget
<b>Operating &amp; Restricted Budget</b>									
<b>Source of Funds</b>									
1 State Appropriations	\$ 30.8	\$ (0.1)	-0.2%		\$ 30.7	\$ 6.0	19.5%		\$ 36.8
2 HEAF	5.2	-	0.0%		5.2	0.1	2.4%		5.3
3 Tuition & Fees	53.4	5.7	10.7%		59.1	12.0	20.4%		71.1
4 Other Operating	3.7	0.3	8.8%		4.1	(1.5)	-37.6%		2.5
5 Contracts & Grants	13.9	0.5	3.3%		14.4	0.6	4.0%		15.0
6 Endowment Income/Gifts	1.8	(0.7)	-38.3%		1.1	(0.3)	-26.9%		0.8
<b>7 Total Sources</b>	<b>\$ 108.9</b>	<b>\$ 5.7</b>	<b>5.2%</b>		<b>\$ 114.6</b>	<b>\$ 16.9</b>	<b>14.7%</b>		<b>\$ 131.5</b>
<b>Use of Funds by Object</b>									
8 Salaries and Wages - Faculty	\$ 24.2	\$ 2.2	9.1%		\$ 26.4	\$ 3.7	14.1%		\$ 30.1
9 Salaries and Wages - Staff	28.6	1.9	6.5%		30.4	3.4	11.0%		33.8
10 Benefits	14.9	0.7	4.6%		15.6	2.7	17.5%		18.3
11 M&O	18.0	0.9	4.9%		18.9	1.4	7.4%		20.3
12 Capital	3.3	0.4	11.2%		3.7	3.9	104.0%		7.6
13 Scholarships	17.3	(0.3)	-1.8%		17.0	1.8	10.6%		18.8
14 Debt Service	0.3	0.0	0.1%		0.3	0.0	0.3%		0.3
15 Utilities	2.3	0.0	0.3%		2.3	-	0.0%		2.3
<b>17 Total Uses</b>	<b>\$ 108.9</b>	<b>\$ 5.7</b>	<b>5.2%</b>		<b>\$ 114.6</b>	<b>\$ 16.9</b>	<b>14.7%</b>		<b>\$ 131.5</b>

**Capital Facilities Budget**

<b>Source of Funds</b>									
21 Other	3.3	(1.1)	-33.7%		2.2	21.0	972.7%		23.1
<b>22 Total Sources</b>	<b>\$ 3.3</b>	<b>\$ (1.1)</b>	<b>-33.7%</b>		<b>\$ 2.2</b>	<b>\$ 21.0</b>	<b>972.7%</b>		<b>\$ 23.1</b>
<b>Use of Funds by Object</b>									
23 Construction	\$ 0.4	\$ 1.2	276.4%		\$ 1.6	\$ 20.3	1267.5%		\$ 21.9
24 Major Rehabilitation	2.8	(2.3)	-80.3%		0.6	0.7	123.2%		1.2
<b>26 Total Uses</b>	<b>\$ 3.3</b>	<b>\$ (1.1)</b>	<b>-33.7%</b>		<b>\$ 2.2</b>	<b>\$ 21.0</b>	<b>972.7%</b>		<b>\$ 23.1</b>

**Total Operating, Restricted and Capital Budget**

27	\$ 112.2	\$ 4.6	4.1%		\$ 116.8	\$ 37.9	32.4%		\$ 154.6
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**University of Houston-Clear Lake**  
**Table 2 - Operations**

Source of Funds	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 23,938,659	\$ 1,199,340	5.0%	\$ 25,137,999
Special Items	464,845	3,434,265	738.8%	3,899,110
Less: Rider Reduction Estimates	(368,165)	368,165	-100.0%	
State Benefits Appropriation	6,711,822	1,002,807	14.9%	7,714,629
Subtotal State General Revenue Appropriations	30,747,161	6,004,577	19.5%	36,751,738
Tuition and Fees				
Statutory & Graduate Premium	14,828,868	4,018,025	27.1%	18,846,893
Lab/other Student Fees	800			800
Subtotal Tuition and Fees	14,829,668	4,018,025	27.1%	18,847,693
HEAF	5,214,167	122,577	2.4%	5,336,744
Aux Admin Chg/Other	23,000			23,000
Income on State Treasury Deposits	30,000	(7,375)	-24.6%	22,625
Fund Balance	973,251	(973,251)	-100.0%	
Subtotal General Funds	51,817,247	9,164,553	17.7%	60,981,800
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - General	29,115,483	6,684,462	23.0%	35,799,945
Designated Tuition - Differential	2,074,344	113,155	5.5%	2,187,499
Information Resource Fee	4,002,594	358,039	8.9%	4,360,633
Major/Department/Class Fees	4,471,702	411,718	9.2%	4,883,420
Subtotal Tuition and Fees	39,664,123	7,567,374	19.1%	47,231,497
Indirect Cost	343,010	(132,746)	-38.7%	210,264
Investment Income on Non-Endowed Funds	140,896			140,896
Endowment Income	469,342	31,479	6.7%	500,821
Contracts / Grants / Gifts	63,310	4,700	7.4%	68,010
Self Supporting Organizations/Others	1,029,781	(59,946)	-5.8%	969,835
Fund Balance	1,337,457	(1,213,331)	-90.7%	124,126
Subtotal Designated Funds	43,047,919	6,197,530	14.4%	49,245,449
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	3,969,179	418,711	10.5%	4,387,890
Other Student Fees	598,884	21,642	3.6%	620,526
Subtotal Student Fees	4,568,063	440,353	9.6%	5,008,416
Sales & Service - Parking	822,597	21,032	2.6%	843,629
Sales & Service - Athletics/Hotel/UC/Other	580,967	32,293	5.6%	613,260
Fund Balance	10,193	(10,193)	-100.0%	
Subtotal Auxiliary Funds	5,981,820	483,485	8.1%	6,465,305
<b>Total Current Operating Funds</b>	100,846,986	15,845,568	15.7%	116,692,554
<b>Interfund Transfer</b>	(1,749,958)	775,000	-44.3%	(974,958)
<b>Total Sources</b>	\$ 99,097,028	\$ 16,620,568	16.8%	\$ 115,717,596
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 55,118,135	\$ 7,500,021	13.6%	\$ 62,618,156
Benefits	15,316,156	2,849,369	18.6%	18,165,525
M&O	15,886,688	1,670,909	10.5%	17,557,597
Capital	3,699,844	3,884,654	105.0%	7,584,498
Scholarships	6,462,221	714,504	11.1%	7,176,725
Debt Service	325,303	1,111	0.3%	326,414
Utilities	2,288,681			2,288,681
<b>Total Uses</b>	\$ 99,097,028	\$ 16,620,568	16.8%	\$ 115,717,596

**University of Houston-Clear Lake**  
**Table 3 - Restricted**

Source of Funds	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 4,276,962	\$ (460,901)	-10.8%	\$ 3,816,061
Financial Aid	10,091,852	1,042,437	10.3%	11,134,289
Gifts	154,700	(2,342)	-1.5%	152,358
Endowment Income	326,331	25,937	7.9%	352,268
Other Restricted	646,026	(331,305)	-51.3%	314,721
<b>Total Current Operating Funds</b>	15,495,871	273,826	1.8%	15,769,697
<b>Interfund Transfer</b>	11,850	832	7.0%	12,682
<b>Total Sources</b>	<b>\$ 15,507,721</b>	<b>\$ 274,658</b>	<b>1.8%</b>	<b>\$ 15,782,379</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 1,690,803	\$ (422,913)	-25.0%	\$ 1,267,890
<b>Benefits</b>	293,989	(115,413)	-39.3%	178,576
<b>M&amp;O</b>	2,965,957	(268,260)	-9.0%	2,697,697
<b>Capital</b>	22,347	(13,968)	-62.5%	8,379
<b>Scholarships</b>	10,534,625	1,095,212	10.4%	11,629,837
<b>Total Uses</b>	<b>\$ 15,507,721</b>	<b>\$ 274,658</b>	<b>1.8%</b>	<b>\$ 15,782,379</b>

**University of Houston-Clear Lake**

**Table 4 - Capital Projects**

	Project to Date (1)	FY2016 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
<b>New Construction</b>								
Recreation Fields	\$ 59,925	\$ 65,075	\$ 625,000	\$ 750,000				\$ 750,000
Modular Building	1,111,647	146,481		1,258,128	727,146			530,982
Police Building	97,315	1,902,685		2,000,000	1,200,000			800,000
STEM and Classroom Building	-	6,350,000	57,650,000	64,000,000		64,000,000		
Health Sciences and Classroom Building	-	2,462,400	22,161,600	24,624,000		24,624,000		
Freshmen Housing	-	8,890,000	13,335,000	22,225,000		22,225,000		
Dining Facilities	-	714,000	2,856,000	3,570,000		3,570,000		
Recreation and Wellness Center	-	500,000	39,500,000	40,000,000		40,000,000		
Bayou Loop Road	-	850,000	850,000	1,700,000	850,000			850,000
Subtotal New Construction	\$ 1,268,887	\$ 21,880,641	\$ 136,977,600	\$ 160,127,128	\$ 2,777,146	\$ 154,419,000	\$ -	\$ 2,930,982
<b>Major Repair and Rehabilitation</b>								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		\$ 825,000		\$ 825,000	\$ 825,000			
4YI Renovations	1,190,093	-		1,190,093	334,761			855,332
Parking Lot/Roadway Maintenance		414,575		414,575				414,575
Subtotal Major Repairs & Rehabilitation	\$ 1,190,093	\$ 1,239,575	\$ -	\$ 2,429,668	\$ 1,159,761	\$ -	\$ -	\$ 1,269,907
<b>Total</b>	<b>\$ 2,458,980</b>	<b>\$ 23,120,216</b>	<b>\$ 136,977,600</b>	<b>\$ 162,556,796</b>	<b>\$ 3,936,907</b>	<b>\$ 154,419,000</b>	<b>\$ -</b>	<b>\$ 4,200,889</b>

(1) Project expenditures to date, estimated through August 31, 2015

**University of Houston-Clear Lake**

**Table 5 - Number of Full-Time Equivalent Positions**

Employee Classification	FY2015 Budget	-----Change-----		FY2016 Budget
		FTE	Percent	
Faculty	218	22	10.1%	240
Part-time Faculty	119	20	16.8%	139
Professional Staff	318	38	11.9%	356
Classified Staff	274	9	3.3%	283
Temporary Staff	162	14	8.6%	176
<b>Total</b>	1,091	103	9.4%	1,194

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

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY16 vs FY15</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Semester Credit Hours						
Lower Division				9,000	17,700	8,700
Upper Division	105,364	105,647	106,514	106,229	110,115	3,886
Masters	56,773	54,697	57,402	55,471	58,135	2,664
Total	<u>162,137</u>	<u>160,344</u>	<u>163,916</u>	<u>170,700</u>	<u>185,950</u>	<u>15,250</u>
Semester Credit Hours-On/Off Campus						
On Campus	111,147	106,789	109,454	116,853	130,165	13,312
Off Campus	50,990	53,555	54,462	53,847	55,785	1,938
Total	<u>162,137</u>	<u>160,344</u>	<u>163,916</u>	<u>170,700</u>	<u>185,950</u>	<u>15,250</u>
Fall Headcount	8,185	8,153	8,163	8,584	8,960	376
Fall FTE	5,052	5,044	5,153	5,453	5,914	461

Note: The FY2016 Budget reflects Fall 2014, Spring 2015 and Summer 2014 Actuals plus Four Year Initiative projection.

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

Sources	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 3,780,179	\$ 225,391	6.0%	\$ 4,005,570
Revenue from Four Year Initiative	189,000	193,320	102.3%	382,320
<b>Total Sources</b>	<b>\$ 3,969,179</b>	<b>\$ 418,711</b>	<b>10.5%</b>	<b>\$ 4,387,890</b>
<b>Allocations</b>				
Career and Counseling	\$ 873,055	\$ (347,119)	-39.8%	\$ 525,936
Executive Director Operations		75,081		75,081
Career Services Operations		381,715		381,715
Health Service	252,866	66,330	26.2%	319,196
Student Publications	111,654	10,186	9.1%	121,840
AVP, Student Affairs	221,371	5,112	2.3%	226,483
SSF Unallocated	6,451	764	11.8%	7,215
Administrative Charge	104,160			104,160
Custodial	29,926	4,017	13.4%	33,943
Intercultural/International Student Services	355,522	73,834	20.8%	429,356
Women's Services	57,347	2,620	4.6%	59,967
International Student Program	7,000			7,000
Intercultural Student Programming	14,386			14,386
Student ID Cards	55,675	969	1.7%	56,644
Student Cultural Arts	28,000			28,000
Student Government Association	22,500			22,500
Annual Leadership Conference	32,600	19,545	60.0%	52,145
Student Life M&O	292,764	20,670	7.1%	313,434
Student Life Programs	14,120			14,120
Fitness and Wellness	78,056	1,812	2.3%	79,868
SGA Executive Council	2,500			2,500
Student Transportation	81,546	1,346	1.7%	82,892
FYI Unallocated	21,025	(19,809)	-94.2%	1,216
Dean of Students	450,765	85,890	19.1%	536,655
Writing Center	173,101	20,348	11.8%	193,449
Student Success Tutors	151,200	76,083	50.3%	227,283
Disability 3049	111,083	(34,539)	-31.1%	76,544
Orientation and Welcome Week	129,622	9,943	7.7%	139,565
System Service Charge	23,000			23,000
Utilities	90,000			90,000
PC - Dean of Students	98,972	2,012	2.0%	100,984
PC - Career and Counseling	38,099	(38,099)	-100.0%	
PC - Student Services Unallocated	40,813			40,813
<b>Total Allocations</b>	<b>\$ 3,969,179</b>	<b>\$ 418,711</b>	<b>10.5%</b>	<b>\$ 4,387,890</b>

## University of Houston-Clear Lake

### Note to Table 2: Operations Expenditures By Organization

	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
<b>President</b>				
President's Office	\$ 817,660	\$ 15,914	1.9%	\$ 833,574
University Advancement	1,393,410	81,866	5.9%	1,475,276
Subtotal President	2,211,070	97,780	4.4%	2,308,850
<b>Academic Affairs</b>				
Information Resources	557,633	17,678	3.2%	575,311
University Computing	6,044,949	437,546	7.2%	6,482,495
Library	3,829,253	209,052	5.5%	4,038,305
Sr. VP and Provost	2,407,653	(82,642)	-3.4%	2,325,011
Student Services	4,977,660	1,217,845	24.5%	6,195,505
Enrollment Management	11,586,974	1,460,880	12.6%	13,047,854
Academic Affairs	2,373,599	25,290	1.1%	2,398,889
Business	10,504,145	818,494	7.8%	11,322,639
Education	6,679,375	439,345	6.6%	7,118,720
Human Sciences and Humanities	9,339,962	1,643,804	17.6%	10,983,766
Science and Computer Engineering	8,199,326	2,210,692	27.0%	10,410,018
Subtotal Academic Affairs	66,500,529	8,397,984	12.6%	74,898,513
<b>Administration and Finance</b>				
VP Administration & Finance	7,083,804	1,284,289	18.1%	8,368,093
Facilities Management & Construction	4,753,478	281,248	5.9%	5,034,726
Utilities	2,288,681			2,288,681
Subtotal Administration & Finance	14,125,963	1,565,537	11.1%	15,691,500
<b>Other</b>				
Unallocated: Other	101,556	3,738,239	3681.0%	3,839,795
Debt Service	325,303	1,111	0.3%	326,414
System Service Charge	2,221,872	(59,894)	-2.7%	2,161,978
Other Transfers	124,835	15,050	12.1%	139,885
Staff Benefits	13,190,900	2,734,761	20.7%	15,925,661
Insurance Premiums	295,000	130,000	44.1%	425,000
Subtotal Other	16,259,466	6,559,267	40.3%	22,818,733
<b>Total Uses</b>	<b>\$ 99,097,028</b>	<b>\$ 16,620,568</b>	<b>16.8%</b>	<b>\$ 115,717,596</b>

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

	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>				
President's Office	\$ 5,304	\$ 4,323	81.5%	\$ 9,627
University Advancement	7,923	8,284	104.6%	16,207
Subtotal President	13,227	12,607	95.3%	25,834
<b>Academic Affairs</b>				
Information Resources	715,996	276,178	38.6%	992,174
Library	10,213	704	6.9%	10,917
Sr. VP and Provost	479,382	(82,272)	-17.2%	397,110
Student Services	117,717	(6,417)	-5.5%	111,300
Enrollment Management	10,992,557	789,052	7.2%	11,781,609
Business	16,629	(12,714)	-76.5%	3,915
Education	1,116,073	(221,969)	-19.9%	894,104
Human Sciences & Humanities	864,767	(240,781)	-27.8%	623,986
Science and Computer Engineering	1,176,160	(239,730)	-20.4%	936,430
Subtotal Academic Affairs	15,489,494	262,051	1.7%	15,751,545
<b>Administration and Finance</b>				
	5,000			5,000
<b>Total Uses</b>	<b>\$ 15,507,721</b>	<b>\$ 274,658</b>	<b>1.8%</b>	<b>\$ 15,782,379</b>

## **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.

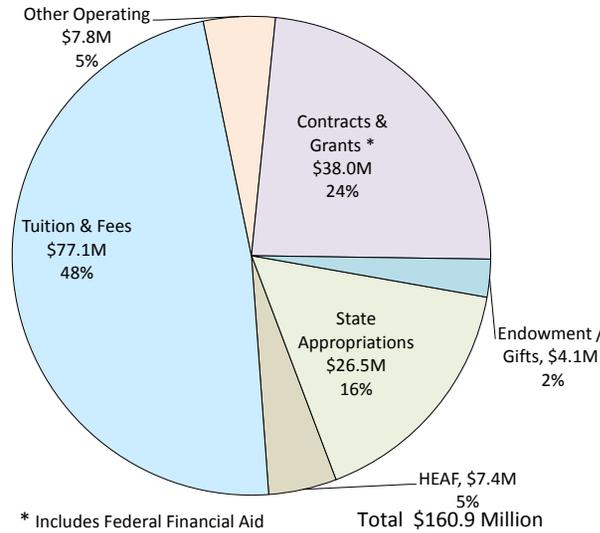
### **6.5 Documentation**

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

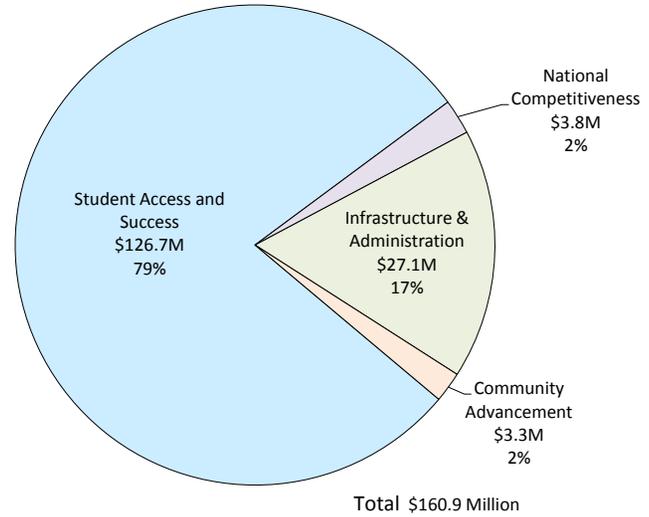
FY2015

Operating Budget Source of Funds



\* Includes Federal Financial Aid

Operating Budget Use of Funds

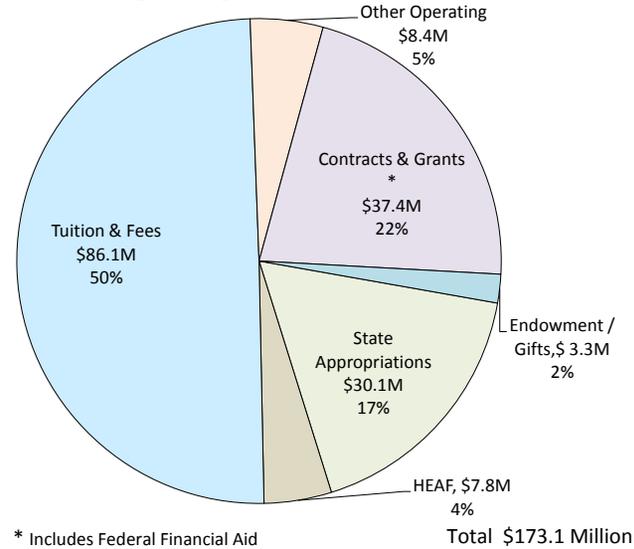


**Total Budget**

	\$ Millions
Operating Budget	\$ 160.9
Capital Facilities	16.5
<b>Total</b>	<b>\$ 177.4</b>

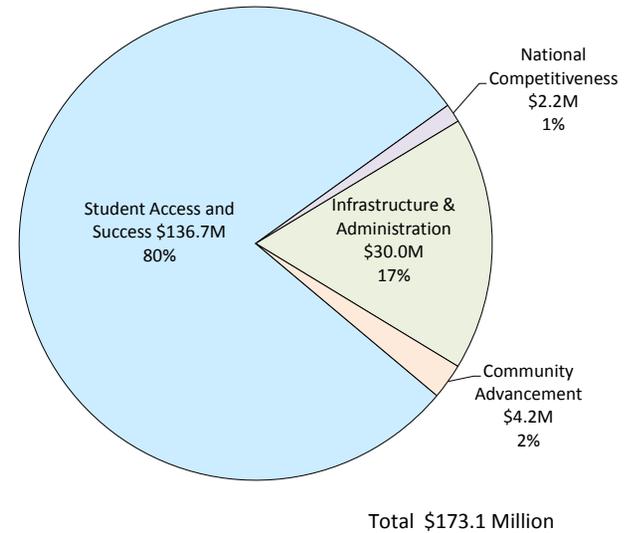
FY2016

Operating Budget Source of Funds



\* Includes Federal Financial Aid

Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 173.1
Capital Facilities	17.7
<b>Total</b>	<b>\$ 190.8</b>

**UH - Downtown**  
**Revenues FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 State Appropriations	\$ 25.0	\$ 24.5	\$ 27.4	\$ 26.5	\$ 30.1
2 HEAF	7.4	7.4	7.4	7.4	7.8
3 Tuition & Fees	63.6	69.1	72.8	77.1	86.1
4 Other Operating	7.8	6.8	7.3	7.8	8.4
5 Contracts & Grants *	38.3	36.5	40.1	38.0	37.4
6 Endowment / Gifts	1.5	2.5	2.8	4.1	3.3
7 Total	<u>\$ 143.6</u>	<u>\$ 146.8</u>	<u>\$ 157.8</u>	<u>\$ 160.9</u>	<u>\$ 173.1</u>

\* Includes Federal financial aid

**UH - Downtown**  
**Expenditures FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 Student Access and Success	\$ 100.0	\$ 110.3	\$ 119.6	\$ 126.7	\$ 136.7
2 National Competitiveness	2.6	1.4	2.5	3.8	2.2
3 Infrastructure & Administration	22.8	25.1	26.1	27.1	30.0
4 Community Advancement	4.3	3.8	4.4	3.3	4.2
5 Total	<u>\$ 129.7</u>	<u>\$ 140.6</u>	<u>\$ 152.6</u>	<u>\$ 160.9</u>	<u>\$ 173.1</u>

**University of Houston - Downtown  
FY2016 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 2016 Total	FY 2015 Total
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	22,375,583		495,167	<b>22,870,750</b>						34,930	<b>22,905,680</b>	<b>21,746,986</b>
3 Non-Tenure Track Faculty	4,790,990		65,520	<b>4,856,510</b>	13,600						<b>4,870,110</b>	<b>3,555,163</b>
4 Adjunct Faculty	4,053,042			<b>4,053,042</b>							<b>4,053,042</b>	<b>3,903,042</b>
5 Graduate Assistant												
6 Exempt Staff	860,786	555,295	10,003,186	<b>11,419,267</b>	1,120,807	2,967,649	7,660,167	674,122		2,623,705	<b>26,465,717</b>	<b>22,423,833</b>
7 Non-Exempt Staff	801,464	31,577	4,133,394	<b>4,966,435</b>	266,592	608,075	2,921,111	1,379,030		533,395	<b>10,674,638</b>	<b>11,240,508</b>
8 Student Employees	153,726	2,840	545,242	<b>701,808</b>	87,478	282,624	62,711	7,238	518,649	328,652	<b>1,989,160</b>	<b>1,613,463</b>
9 Summer Instruction Salaries	2,534,953			<b>2,534,953</b>							<b>2,534,953</b>	<b>2,384,953</b>
<b>10 Benefits</b>	<b>9,271,886</b>	<b>156,354</b>	<b>3,700,624</b>	<b>13,128,864</b>	<b>359,216</b>	<b>780,031</b>	<b>2,972,147</b>	<b>618,451</b>		<b>871,705</b>	<b>18,730,414</b>	<b>15,742,966</b>
<b>11 Subtotal</b>	<b>44,842,430</b>	<b>746,066</b>	<b>18,943,133</b>	<b>64,531,629</b>	<b>1,847,693</b>	<b>4,638,379</b>	<b>13,616,136</b>	<b>2,678,841</b>	<b>518,649</b>	<b>4,392,387</b>	<b>92,223,714</b>	<b>82,610,914</b>
12 Capital			4,483,500	<b>4,483,500</b>	27,000	36,010	1,562,827	7,415		23,000	<b>6,139,752</b>	<b>6,637,034</b>
13 M&O	2,414,617	1,433,208	5,990,465	<b>9,838,290</b>	2,343,243	1,272,181	5,956,656	2,813,057		2,889,321	<b>25,112,748</b>	<b>23,714,304</b>
14 Travel & Business Expense	199,033	47,198	349,289	<b>595,520</b>	34,325	46,559	142,440	5,965		375,191	<b>1,200,000</b>	<b>950,000</b>
15 Debt Service										706,435	<b>706,435</b>	<b>697,919</b>
16 Utilities								1,871,208		258,793	<b>2,130,001</b>	<b>2,139,912</b>
17 Scholarship & Fellowship									45,572,098		<b>45,572,098</b>	<b>44,143,385</b>
<b>18 Subtotal</b>	<b>2,613,650</b>	<b>1,480,406</b>	<b>10,823,254</b>	<b>14,917,310</b>	<b>2,404,568</b>	<b>1,354,750</b>	<b>7,661,923</b>	<b>4,697,645</b>	<b>45,572,098</b>	<b>4,252,740</b>	<b>80,861,034</b>	<b>78,282,554</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 47,456,080</b>	<b>\$ 2,226,472</b>	<b>\$ 29,766,387</b>	<b>\$ 79,448,939</b>	<b>\$ 4,252,261</b>	<b>\$ 5,993,129</b>	<b>\$ 21,278,059</b>	<b>\$ 7,376,486</b>	<b>\$ 46,090,747</b>	<b>\$ 8,647,127</b>	<b>\$ 173,086,748</b>	<b>\$ 160,895,468</b>

## **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 21<sup>st</sup> 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 (SP 2020)* was recently revised with the input of leadership, staff, faculty and students. In Summer of 2014, a leadership retreat was organized in which each of the six University goals were reviewed and assessed to ensure alignment with the UH System principles and goals. Accomplishments were celebrated and the objectives, targets and strategies within each of the six overarching goals were revisited. Over the course of this past year, feedback and input were solicited from various internal and external stakeholders and a Revised Strategic Plan 2015-2020 (*RSP 2020*) was developed. *RSP 2020* is a detailed blueprint that guides the University's efforts to address the UH System goals of student success, national competitiveness, community advancement and infrastructure and administration.

Consistent with the goals and objectives identified in *RSP 2020*, the University leadership identified six key performance targets on which to focus. Within the context of the overarching UH System goals, thoughts of how to 'move the needle' on these key targets guided the Planning and Budget Development Committee (PBDC) as it worked to develop the FY2016 plan and budget. The key performance targets that UHD expects to achieve by 2020 are:

- Double the six-year graduation rate for full-time, first-time-in-college students to 28 percent.
- Improve the retention rates in the first year to 75% and second year to 60%.
- Increase enrollment to 18,000 students.
- Offer 10-12 new programs and professional certificates.
- Increase external research funding to \$10 million per year
- Achieve total of \$30 million in gifts to the University.

The revised plan will also demonstrate to the Southern Association of Colleges and Schools-Commission on Colleges (SACS-COC) and others that UHD is focused on and committed to institutional effectiveness and student success. UHD's SACS-COC Compliance Certification Report is due in September 2015, to be followed by an on-site visit in April 2016.

## **Highlights of Accomplishments in FY2015**

As FY2015 comes to a close, UHD can look back on it as a year of celebration and of solid accomplishments. The University celebrated its 40<sup>th</sup> anniversary with numerous events spread across the academic year, highlighted by a well-attended gala in January that raised over \$400,000 for scholarships. The accomplishments included a very productive legislative session, continued recognition for UHD community engagement efforts, marked improvement in UHD's 6-year graduation rate, further growth in UHD's highly diverse student body, dramatic growth in graduate enrollments, and some good successes in fundraising. More specifically:

- Working with the chancellor and the UHS government relations staff, and by reaching out to legislators with whom UHD has developed close ties, the University was able to secure additional formula funds, successfully advocate for a needed increase in HEAF, and, after many sessions of falling short, obtain TRB funding for a much-needed Science and Technology Building.
- UHD was very proud to be one of just five universities in Texas - and the only one in the Houston area - to earn the 2015 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching.
- From FY2014 to FY2015 UHD increased its FTIC graduation rate from 14.1% to 19.2%. In addition, the University experienced a record enrollment of 14,400 students, leading to a 3.5% increase in semester credit hours (SCH), and did so while maintaining the student diversity for which UHD is well known. In Fall 2014 UHD's student population was 43% Hispanic, 25% African American, 18% Anglo, and 10% Asian.
- UHD experienced exponential growth in its MBA and Graduate Certificate programs, with a four-fold increase (from 88 to 380) in enrollment. The certificates were developed in conjunction with industry partners, with courses 'team-taught' by faculty and Industry Fellows. UHD also takes pride in its Masters of Art in Non- Profit Management, ranked 5<sup>th</sup> in the nation according to 'the best schools.org'.
- In addition to the highly successful 40<sup>th</sup> Anniversary Gala, in 2015 UHD received a \$1 million gift from the Houston Endowment in support of its new Welcome Center, which will open in Fall 2015 and provide a long-needed point-of-entry for visitors, including prospective students.

## **Overview of UHD's FY2016 Plan and Budget**

### ***Budget Overview***

For FY2016, almost half of the available new operating funds (\$5.85M) are devoted to student success. This includes \$2.65M in increased financial aid and student support, \$1.59M in increased retention and graduation initiatives, \$510K in high impact educational experiences, and \$1.1M to accommodate continued growth in programs. To remain nationally competitiveness, UHD is allocating \$2.47M to hire and retain academically and professionally qualified faculty. Focused on marketing and alumni relations, \$265K is being allocated to community advancement. A total of \$3.57M is allotted to infrastructure and

administration, which includes \$880K for staff retention and recruitment; \$1.12M in ongoing plant and technology maintenance and upgrades; and \$1.57M in general administration and operations.

### ***Plan Overview***

To fulfill its mission of providing ‘strong academic and career preparation as well as life-long learning opportunities’, UHD must stay ever-focused on student success. In FY2015, UHD undertook several new initiatives geared toward improving student success rates. The University established an Honors program for FTICs, used gift funds to continue with a program to dramatically reduce student-to-advisor ratios, and successfully added Freshman Seminars to the core curriculum. UHD’s budget priorities for FY2016 underscore UHD’s commitment to improved retention and graduation rates.

Among the new initiatives for FY2016 are (1) implementing a new advising model that focuses on getting FTICs to complete their core in two years, which is a goal of *Complete College America* and UHD, (2) encouraging students to declare their major upon being admitted, (3) better connecting students to their respective colleges, and (4) developing clear career pathways for all students. UHD will offer increased need- and merit-based grants and scholarships and will seek to offer its students rich curricular and co-curricular experiences from the day they enroll until the day they graduate.

Studies have shown that getting the first generation, minority students to participate in civic engagement and community issues keeps their interest in learning and also builds confidence and career readiness skills. With community engagement being a core value at UHD and with improved retention/graduation rates being a primary focus, the University has selected *Academic Success through Community Engagement* as its Quality Enhancement Plan (QEP). This QEP will complement other student success initiatives that the University is planning to implement, execute and assess.

The FY2016 plan/budget will also enable the recruitment and development of new faculty, which will be critical for student success and enrollment growth. National searches are conducted for all new T/TT faculty positions at UHD, to ensure that UHD students have the benefit of nationally competitive faculty. For FY2016 new T/TT faculty will be added in high-growth areas such as accounting, communication, social work, and computer science. A salary pool equal to 3 percent of all filled positions will be applied for FY2016 to support retention of high-performing faculty and staff. New funds will also be used to maintain and upgrade facilities and technology, keep the campus secure, and cover increases in administrative and operational costs.

With proper attention paid to academic and student support, faculty development, student life experiences, and infrastructure/technology, UHD will be on a trajectory to achieve its overarching goal of improved retention and graduation rates.

### **The planning and budgeting process**

Planning and budgeting at UHD, guided by the UH System goals, UHD progress card, and *RSP 2020*, 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 Planning and Budget Development Committee (PBDC, 20 members including faculty, staff, administrators, and students), which works to consolidate them into a single university plan. This group then presents its recommendations to the president, who has final approval.

An important feature of UHD’s planning process is the ‘Look Back’ exercise, in which division heads review with the PBDC how budgeted funds were spent during the most recently concluded fiscal year.

This exercise brings greater accountability to the planning and budget development process and also helps to identify previously allocated funds that might be available for reallocation.

Throughout the planning and budget development process the University's various constituencies are kept informed of decisions and actions through student forums, department and college forums, and a final community-wide forum at the completion of the process.

### **Summary of Reallocations and Operating Efficiencies**

In developing its budget for FY 2016, UHD will reallocate approximately \$1.08 million in order to positively impact student success.

Primary sources of reallocated funds

- Eliminated positions (\$462,110)
- Operational funds redirected to new priorities (\$615,051)

Primary uses of reallocated funds

- Financial aid and Student support (\$126,200)
- Retention and graduation efforts (\$251,515)
- New faculty hires (\$232,410)
- New staff hires (\$236,939)
- Strengthen academic assessment (\$170,097) (shared cost with central funding)

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, as reflected below:

Appropriated funds per FTE student (THECB State Accountability System)

	<u>FY 2014</u>
Statewide Average	\$6,311
UH-Downtown	\$3,703

Cost of resident undergraduate tuition/fees for 30 hours (THECB State Accountability System)

	<u>FY 2015</u>
Statewide Average	\$7,986
UH-Downtown	\$6,614

This combination of low appropriation and low tuition presents a constant challenge to UHD's planning and budgeting keeping UHD affordable to the students and providing the needed support services for students to succeed.

## **Priority 1 - Student Success**

### **Context**

The 2,420 degrees awarded by UHD in FY 2014 marked a 50 percent increase over the 1,605 awarded ten years earlier. During that time, underrepresented minority graduates have increased by 177 percent. UHD continues to be among the national leaders in baccalaureate degrees awarded to minority students, ranking 42<sup>nd</sup> for Hispanic graduates and 53<sup>rd</sup> for African-American graduates. In the rapidly growing field of Accounting, UHD ranked 4<sup>th</sup> nationally for Hispanic graduates and 7<sup>th</sup> for African-American graduates.

UHD's FY 2016 plan renews its commitment to fulfilling its vision and mission and is guided by the revised strategic plan. To improve student success rates, the University is committed to increasing institutional financial aid, investing further in proven early-intervention practices, expanding the portfolio high-impact educational experiences available to students, and strengthening overall services to support continuing growth in enrollments.

UHD's mission is to 'prepare our students for both academic and career success', by developing a student-centered philosophy. Because a majority of UHD's student population is minority and first-generation, many will need financial assistance if they are to achieve their academic goals. In FY2016 some new base funding will be used to provide permanent scholarship monies to support both new and existing students. These base-funded dollars will enable UHD to award more multi-year, continuing scholarships.

To meet its obligation to support veterans, UHD has set aside funds as contingency for Hazelwood exemptions. With the legislature not able to address the growing cost of providing Hazelwood exemptions, this will continue to be a challenge for at least another two years.

The combination of UHD serving an increasing number of disabled students and the federal government introducing new regulatory requirements in this area have UHD significantly increasing the Disabled Student Services budget for FY2016. The new funds will be used to meet a range of needs, from increasing CART services to providing closed captioning on instructional videos.

Following up with its prior year's pledge, in FY2016 UHD will further strengthen its advising, mentoring, and tutoring programs, focusing on increased retention efforts for all years and devising a more intrusive retention plan. The University strongly believes in both academic and experiential learning and, as per its mission statement, 'through its academic programs, engages with the community to address the needs and advance the development of the region.'

The University's Quality Enhancement Plan will focus on community engagement - educating students on their civic, social and personal responsibilities, weaving this into the curriculum, and reinforcing those principles through service learning and other high-impact practices. Connecting the classroom to the community has proven to increase retention rates and, when done well, can put students on the pathway to a career. To accommodate growth, UHD will continue to hire well qualified faculty and staff in multiple disciplines and in areas of need, such as college assessment and graduate admissions and advising.

### **FY 2015 Budget Initiatives**

- *Increasing Financial Aid and Student Support (\$2,648,468 Operating Funds, \$475,000 HEAF)*  
UHD will add \$1.21M to institutional scholarships through the designated tuition set-aside and merit and Honors Program scholarships. This will bring the total of non-loan funds available to students in FY2016 to be approximately \$44M.

To provide academic and student support, UHD will invest almost \$300K in disability services, set aside an additional \$200K for Hazelwood exemptions. \$700K was set aside for eleven staff positions in financial aid, graduate admissions, advising, events and Welcome Center. \$475K in HEAF funds will be designated for the new Welcome Center.

- *Increased Retention and Graduation Rates (\$1,586,659 Operating Funds)*

Over the last three years UHD has moved aggressively to improve the advising, mentoring, and tutoring services provided to students. The progress card shows an improvement in the retention of both freshman and transfer students. Since FY2008, the one-year retention rate for full-time FTICs has increased from 60.9 percent to 65.7 percent. In order to maintain and build on this progress and to replace the previous support of the Houston Endowment \$400K will be allotted to support nine advising positions.

In order to accelerate efforts to improve student success, UHD will invest \$764K in retention scholarships, redesigning of gateway courses, increased supplemental instruction and peer tutors, faculty mentors, and the introduction of a 'second year experience' program. A total of four staff positions will be dedicated to support these initiatives.

In order to ensure that students are receiving high quality instruction and that they are meeting their objectives with regard to desired learning outcomes, the Colleges will be adding five Assessment Coordinator positions. This important initiative will be funded with \$253K of new base funds and \$170K of reallocated funds.

- *High-Impact Educational Experiences (\$510,000 Operating Funds)*

UHD's *Vision Statement* points to a future in which "all students are engaged in high-impact educational experiences." Community Engagement - which has proven to be one of the more effective high impact practices - has been selected as UHD's Quality Enhancement Plan (QEP). For FY2016 UHD is allocating \$470K to create the infrastructure needed to support the QEP, including hiring of an Interim Director for the Center for Community Engagement and Service Learning.

- *Accommodate Continued Growth (\$1,103,730 Operating Funds, \$102,500 HEAF)*

UHD grew 5% in total enrollment and College of Business graduate program grew four-fold from 88 to 380 students last year and to accommodate this growth the University plans to increase its pool of academically and professionally qualified lecturers. In FY2016 we will be hiring ten lecturers, six of them in the College of Business (\$604K). Lecturers are fully engaged members of the community and contribute to UHD's student success by reducing dependence on part-time adjuncts.

The President's Excellence fund of \$200K will allow for a position of an Executive Director of Strategic Partnerships as well as other community engagement activities on and off-campus including the establishment of the Hispanic Leadership Institute.

- *Library Support (\$2,200,000 HEAF)*

HEAF funds are essential to maintaining the high quality library needed to support the University's academic programs. In the coming year, annual charges for access to databases and for journal subscriptions will account for 80 percent of library HEAF expenditures, with the remaining 20 percent going to cover the purchase of books, e-books, videos, and recordings.

- *Student Labs and Classroom Equipment (\$1,579,000 HEAF)*  
These funds will be used for scheduled equipment upgrades in engineering and computing labs, for replacing aging multimedia equipment, and to upgrade classroom presentation systems. A major University-wide initiatives planned for FY2016 is the acquisition and implementation of a degree-mapping software product.

**Investment of FY 2016 Resources in Student Success Initiatives**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Increasing Financial Aid and Student Support	\$2,648,468	\$ 475,000	\$3,123,468
Increasing Retention and Graduation Rates	\$1,586,659		\$1,586,659
High-Impact Educational Experiences	\$ 510,000		\$ 510,000
Accommodate Continued Growth	\$1,103,730	\$ 102,500	\$1,206,230
Library Support		\$2,200,000	\$2,200,000
Student Labs and Classroom Equipment		\$1,579,000	\$1,579,000
Total	\$5,848,857	\$4,356,500	\$10,205,357

## Priority 2 - National Competitiveness

### Context

A highly qualified faculty is vital if UHD is to achieve its goals of improving student success rates, engaging all students in high-impact educational practices, and equipping them with 21<sup>st</sup> Century skills. Faculty are the backbone of the UHD community ‘dedicated to integrating teaching, service, and scholarly research to develop students’ talents and prepare them for success in a dynamic global society.’ The institution must support the faculty’s work of exploration and discovery, while also providing administrative support as they build the community relationships needed to connect students with service learning and engagement opportunities.

In order to recruit talented faculty, UHD must compete in the national marketplace. In FY2015, UHD hired faculty in fields where enrollment was surging such as Computer Science, Communication Studies, and Management. In FY16, UHD will continue to hire faculty in high growth fields such as Communication, Computer Science and Accounting.

### FY 2016 Budget Initiatives

- *National Competitiveness (\$2,471,382 Operating Funds, \$50,000 HEAF funds)*  
In FY2016, thirteen new tenure-track faculty positions will be added in disciplines that have demonstrated high demand. These disciplines include Accounting, Finance, Management, Communication, Computer Science, Criminal Justice, Engineering Technology, Social Work, and Urban Education. Enrollment growth has been consistent, especially in Business. The growth in the MBA has put a strain on their undergraduate programs, making it more difficult to maintain the full-time faculty coverage required for AACSB accreditation.

Recruiting and retaining exceptional faculty in the highly-competitive academic marketplace is an ongoing challenge. For FY2016 UHD has established a 3 percent faculty salary pool (\$720K) to provide merit-based increases for faculty. The FY2016 plan will also allocate \$100K to cover the cost of promotions in rank for full-time faculty.

HEAF funds of \$50K will provide seed money for faculty in Natural Science, which they will use to buy equipment to start research projects that will hopefully lead to major grants.

### Investment of FY 2016 Resources in National Competitiveness Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
National Competitiveness	\$2,471,382	\$50,000	\$2,521,382

### Priority 3 - Community Advancement

#### Context

In FY2015 UHD was proud and honored to be awarded the Carnegie Foundation’s Community Engagement classification. UHD once again assumed a leadership role, along with the City of Houston, in the city’s annual celebration of Citizenship Month, with the president and first lady also co-chairing the National Points of Light Conference, an initiative of Volunteer Houston. The University is well-recognized as a prominent community partner in the Houston area.

During this past year the UHD Center for Community Engagement and Service Learning was established. This Center serves as an organizing body, working with faculty, staff, and students to integrate community engagement and service learning activities into all facets of the University. Recognizing the value of service learning and community engagement as top-tier high impact educational practices (HIPs), UHD has selected ‘Community Engagement’ as it’s Quality Enhancement Plan.

UHD’s marketing campaign both contributes to and takes advantage of its greater prominence in order to stimulate new interest in the University. In May 2015 a new ‘student-centered’ UHD website was launched. To continue the brand building momentum and market new and existing programs, UHD will invest \$255K to increase staff and operational support for the Marketing department.

#### FY 2016 Budget Initiatives

- *Community Advancement (\$265,000 Operating Funds, \$77,000 HEAF Funds)*  
Inspired by the success of its *Major Opportunity* campaign, UHD will convert \$150K of one-time funding provided for FY2015 into an equal amount of base dollars for FY2016 and beyond. UHD anticipates making similar base dollar increases to its marketing budget in the coming years, until that budget is more in line with what is expected for a university having the size and complexity of UHD.

To meet the growing demands being placed on the Marketing department, in FY2016 there will be some restructuring of that unit and one new staff position will be added. A total of \$105K is being allocated to support this effort.

HEAF funds will be allocated to renovate space in the Commerce Street Building for the Center for Public Service and Family Strengths and space in the One Main Building to construct the Center for Community Engagement and Service Learning.

#### Investment of FY 2016 Resources in Community Advancement Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Community Advancement	\$265,000	\$77,000	\$342,000

## **Priority 4 - Infrastructure and Administration**

### **Context**

To create an environment conducive to student success, the University must invest in its infrastructure and be efficient and effective in its administrative practices. These Infrastructure and Administration investments come generally in the areas of personnel, plant, technology, security, and general administration.

UHD continues to lag behind its peers in terms of support staff and still feels the effects of the staff reductions made during the 2012-2013 biennium. For FY2016 the University will add three positions in Facilities Management and one each in Purchasing and Human Resources.

Seven new technology-focused positions will be added, with five in the Information Technology division and one each in Enrollment Services and Institutional Research. A number of new staff positions will be created in the colleges, with the biggest investment coming in the College of Business, necessitated by fast-growing graduate programs.

Beyond the new positions, considerable sums of HEAF will go toward addressing facilities maintenance and renovation needs and maintaining UHD's robust technology environment. HEAF will also be used to fund a number of initiatives focused on campus security.

In Fall 2015 UHD will put into service its new faculty/staff parking garage and open its new Welcome Center. Also included in this project is 26,000 gsf of new student services space. The UHD community is excited about this new space, and also over the fact that this disruptive project will finally be complete. Funds for the operation and maintenance of this new space are included in the FY2016 budget.

Consistent with its history of conservative budgeting, UHD has placed \$663,000 in a 'Contingency for Growth' fund. This amount, roughly equal to the revenue generated by a 1 percent increase in enrollment, will be held until final Fall 2015 enrollment figures are known.

### **FY 2016 Budget Initiatives**

- *Recruit/Retain Highly Qualified Staff (\$880,000 Operating Funds)*  
Although the Houston labor market has cooled from where it was a year ago, recruiting and retaining quality staff remains a challenge. After engaging in a comprehensive staff and faculty salary study in FY2013, UHD committed a portion of its FY2014 and FY2015 salary increase funds to address market inequities. For FY2016 all salary increase funds – a pool equal to 3 percent of the total salary of all currently filled positions – will go to provide merit adjustments for high-performing employees.
- *Ongoing Physical Plant Maintenance and Upgrades (\$389,819 Operating Funds, \$1,273,502 HEAF)*  
Facilities management will add three new positions to address ongoing maintenance and renovation needs. UHD routinely uses HEAF funds for capital renewal projects and renovation needs that arise during the year. In FY2016 major expenditures will include the final installment of HEAF needed to replace the South Tower roof on the One Main Building, additional funds to upgrade HVAC controls, and funds requested by the AVP for Facilities Management to address a number of capital improvement items.
- *Ongoing Technology Maintenance and Upgrades (\$727,356 Operating Funds, \$1,225,000 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 are made each year

to maintain the University's network and servers. In FY2016 UHD will continue to add storage capacity, primarily to support academic endeavors. The University will also embark on a 3-year initiative to upgrade wireless access across campus.

While UHD's project to implement PeopleSoft Student will require its own distinct staffing plan, the positions being added for FY2016 can be seen as further strengthening the IT core in advance of that major undertaking. Included among the five new IT positions is an Information Security Analyst, the second fully dedicated IT security position added in the past three years. Responding to the growing need for technology specialists at the department level, one position will be added to Institutional Research and another in Enrollment Management.

- *Faculty/Staff Technology Support (\$615,000 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 (\$156,250 HEAF)*  
HEAF will be used in FY2016 to strengthen campus security in several areas. The UHD police department will make upgrades to the campus surveillance infrastructure and add cameras. Funds are provided for the annual purchase of a new police vehicle and for additional handheld radios. UHD will also finish out an initiative to put body-worn cameras on all officers.

When the increase in overall HEAF was delayed until FY2017. UHD postponed a plan to purchase two Segway transport vehicles for the department. This equipment would be very effective on an urban campus like UHD's, and hopefully this initiative will make it into the FY2017 budget.

- *General Administration and Operations (\$1,568,071 Operating Funds, \$82,000 HEAF)*  
General support staff are being added for FY2016, as outlined in the introductory section for this goal. A total of thirteen positions will be added across the University. Also included here are increases in the UHS central service charges and anticipated increases in the insurance program, the bulk of which is property insurance cost. This is also where UHD shows the funds set aside as 'Contingency for Growth'. If enrollment targets are met or exceeded, these dollars will be applied to fund other high priority initiatives.

The budget also includes HEAF funds allocated to administrative units each year for small capital needs arising throughout the year.

Not included in the FY2016 operating budget are two major capital items, one more certain than the other, which are reflected on Table 4 (Capital Projects) of the Executive Summary materials. UHD holds out hope that it will be able to acquire additional property adjacent to the downtown site, which would be financed with \$15M of HEAF bond proceeds. UHD will be moving forward with the planning and design of its new Science & Technology Building, with construction to start in early FY2017. It is projected that UHD could spend \$750K on design work in FY2016, using fund balances that would be repaid after the TRBs are issued.

**Investment of FY 2016 Resources in University Infrastructure and Administration**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$880,000		\$880,000
Ongoing Physical Plant Maintenance and Upgrades	\$389,819	\$1,273,502	\$1,663,321
Ongoing Technology Maintenance and Upgrades	\$727,356	\$1,225,000	\$1,952,356
Faculty/Staff Technology Support		\$615,000	\$615,000
Provide Campus Security		\$156,250	\$156,250
General Administration and Operations	\$1,568,071	\$82,000	\$1,650,071
Total	\$3,565,246	\$3,351,752	\$6,916,998

**University of Houston-Downtown**  
**Appendix A - Allocation of New FY 2016 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ 2,190,114
2	Subtotal General Revenue	<u>2,190,114</u>
<b>Tuition and Fees</b>		
3	Statutory Tuition	1,168,374
4	Designated Tuition	7,476,655
5	Mandatory Fees	238,181
6	Subtotal Tuition and Fees	<u>8,883,210</u>
7	<b>Total Net Revenue</b>	<b><u>\$ 11,073,324</u></b>

<u>Reallocations/Reductions</u>		B
1	Academic and Student Affairs	\$ (1,077,161)
<b>Subtotal - Reallocations/Reductions</b>		<b><u>\$ (1,077,161)</u></b>

<u>Priority/Initiative Allocations</u>		C
<b>Priority 1. Student Access and Success</b>		
2	Increasing Financial Aid & Student Support	\$ 2,648,468
3	Increased Retention & Graduation Rates	1,586,659
4	High-Impact Educational Experiences	510,000
5	Accommodate Continued Growth	<u>1,103,730</u>
6	<b>Subtotal - Student Access and Success</b>	<u>5,848,857</u>
<b>Priority 2. National Competitiveness</b>		
7	National Competitiveness	<u>2,471,382</u>
8	<b>Subtotal - National Competitiveness</b>	<u>2,471,382</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>		
9	Recruit/Retain Highly Qualified Staff	880,000
10	Ongoing Physical Plant Maint. & Upgrades	389,819
11	Ongoing Technology Maint. & Upgrades	727,356
12	General Administration & Operations	<u>1,568,071</u>
13	<b>Subtotal - University Infrastructure &amp; Administration</b>	<u>3,565,246</u>
<b>Priority 4. Community Advancement</b>		
14	Community Awareness	<u>265,000</u>
15	<b>Subtotal - Community Advancement</b>	<u>265,000</u>
16	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ 12,150,485</u></b>

17	<b>Total Net Reductions and New Allocations</b>	<b><u>\$ 11,073,324</u></b>
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**University of Houston-Downtown**  
**Appendix B - Allocation of FY 2016 HEAF**

<u>FY16 Allocation</u>		
HEAF	\$	7,835,252
<b>Total Available</b>	<b>\$</b>	<b><u>7,835,252</u></b>

<u>Priority/Initiative</u>	<u>Allocation</u>
<b>Priority 1. Student Access &amp; Success</b>	
Scholarship Support/Recruiting/Enroll. Services	\$ 475,000
Library Support	2,200,000
Student Labs and Classroom Equipment	1,579,000
Accommodate Continued Growth	102,500
Subtotal	<u>\$ 4,356,500</u>
<b>Priority 2. National Competitiveness</b>	
National Competitiveness	\$ 50,000
Subtotal	<u>\$ 50,000</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
Ongoing Physical Plant Maintenance & Upgrades	\$ 1,273,502
Ongoing Technology Maintenance & Upgrades	1,225,000
Faculty/Staff Technology Support	615,000
Provide Campus Safety/Security	156,250
General Administration & Operations	82,000
Subtotal	<u>\$ 3,351,752</u>
<b>Priority 4. Community Advancement</b>	
Community Advancement	\$ 77,000
Subtotal	<u>\$ 77,000</u>
<b>Total New Investments</b>	<b><u>\$ 7,835,252</u></b>

## University of Houston-Downtown

### Appendix C - Projected Availability of Scholarships and Grants

	<b>FY2015</b>	<b>FY2016</b>
TEXAS Grant	\$ 6,773,333	\$ 6,703,333
Texas Public Education Grants (TPEG)	1,998,741	2,076,117
Designated Tuition - Scholarship Set-Asides (20%)	4,035,189	4,886,953
 <b><u>Institutional Scholarships</u></b>		
<b>UHD endowed scholarship funds:</b>		
Scholarship Match - Jeff Davis program	\$ 65,000	\$ 35,000
AMP Scholarship	90,000	70,000
Red Rose Scholarships funded through endowments	69,970	73,628
All other UHD endowed scholarship funds	416,366	518,398
	\$ 641,336	\$ 697,026
 <b>UHD portion of shared UH System scholarship endowments</b>	 \$ 21,800	 \$ 26,200
Autrey, Cullen Leadership, Cullinan, Int'l Paper		
<b>Endowed scholarships held at the UH Foundation</b>	\$ 128,700	\$ 105,400
Dykes, A/B, Engel, Wood & Hearst-UHD, Hugh Roy Cullen-UHS		
 <b><u>Non-Endowed Scholarships</u></b>		
Red Rose Scholarships	\$ 5,030	\$ 1,372
Deans' Transfer Scholarships	40,000	40,000
Merit Scholarship Funds	450,000	450,000
Scholars Academy Scholarships	320,000	320,000
100 Club Scholarships	250,000	220,000
All other UHD non-endowed scholarship funds	110,310	402,860
	\$ 1,175,340	\$ 1,434,232
 <b>Total</b>	 \$ 14,774,439	 \$ 15,929,261

Note: UHD expects to process approximately \$27.6 million in PELL, SEOG, and CWSP grants in FY2016.

**University of Houston-Downtown**

**Table 1 - Sources & Uses**

(\$ in Millions)

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2014		Dollars	Percent	FY2015		Dollars	Percent	FY2016		Dollars	Percent	FY2016	
<b><u>Operating &amp; Restricted Budget</u></b>	Budget				Budget				Budget				Budget	
<b>Source of Funds</b>														
1 State Appropriations	\$ 26.8		\$ (0.3)	-1.2%	\$ 26.5		\$ 3.6	13.7%	\$ 30.1				\$ 30.1	
2 HEAF	6.1		(1.4)	-23.4%	4.7		1.2	25.4%	5.8				5.8	
3 Tuition & Fees	74.0		3.1	4.1%	77.1		9.0	11.7%	86.1				86.1	
4 Other Operating	8.4		2.2	26.2%	10.6		(0.2)	-2.2%	10.4				10.4	
5 Contracts & Grants	38.6		(0.6)	-1.6%	38.0		(0.6)	-1.6%	37.4				37.4	
6 Endowment Income/Gifts	4.4		(0.3)	-7.8%	4.1		(0.8)	-19.0%	3.3				3.3	
<b>7 Total Sources</b>	<b>\$ 158.3</b>		<b>\$ 2.6</b>	<b>1.6%</b>	<b>\$ 160.9</b>		<b>\$ 12.2</b>	<b>7.6%</b>	<b>\$ 173.1</b>				<b>\$ 173.1</b>	
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$ 30.6		\$ 1.0	3.2%	\$ 31.6		\$ 2.8	8.8%	\$ 34.4				\$ 34.4	
9 Salaries and Wages - Staff	33.3		2.0	6.0%	35.3		3.9	10.9%	39.1				39.1	
10 Benefits	15.4		0.4	2.3%	15.7		3.0	19.0%	18.7				18.7	
11 M&O	24.0		0.6	2.6%	24.7		1.6	6.7%	26.3				26.3	
12 Capital	6.7		(0.0)	-0.5%	6.6		(0.5)	-7.5%	6.1				6.1	
13 Scholarships	45.4		(1.3)	-2.8%	44.1		1.4	3.2%	45.6				45.6	
14 Debt Service	0.7		(0.0)	-4.5%	0.7		0.0	1.2%	0.7				0.7	
15 Utilities	2.2		(0.0)	-1.6%	2.1		(0.0)	-0.5%	2.1				2.1	
<b>17 Total Uses</b>	<b>\$ 158.3</b>		<b>\$ 2.6</b>	<b>1.6%</b>	<b>\$ 160.9</b>		<b>\$ 12.2</b>	<b>7.6%</b>	<b>\$ 173.1</b>				<b>\$ 173.1</b>	
<b><u>Capital Facilities Budget</u></b>														
<b>Source of Funds</b>														
18 HEAF	\$ 1.4		\$ 1.4	104.1%	\$ 2.8		\$ (0.8)	-28.2%	\$ 2.0				\$ 2.0	
19 Bonds	6.3		(0.0)	-0.6%	6.2		(6.2)	-100.0%	-				-	
20 Gifts	0.3		(0.3)	-100.0%	-		-	-	-				-	
21 Other	9.5		(2.0)	-21.0%	7.5		(7.5)	-100.0%	-				-	
21 HEAF Bond Proceeds/Insttit Funds	-		-		-		15.7		15.7				15.7	
<b>22 Total Sources</b>	<b>\$ 17.3</b>		<b>\$ (0.9)</b>	<b>-5.0%</b>	<b>\$ 16.5</b>		<b>\$ 1.3</b>	<b>7.7%</b>	<b>\$ 17.7</b>				<b>\$ 17.7</b>	
<b>Use of Funds by Object</b>														
23 Construction	\$ -		\$ -		\$ -		\$ 0.7		\$ 0.7				\$ 0.7	
24 Major Rehabilitation	17.3		(0.9)	-5.0%	16.5		(14.5)	-87.9%	2.0				2.0	
25 Acquisitions	-		-		-		15.0		15.0				15.0	
<b>26 Total Uses</b>	<b>\$ 17.3</b>		<b>\$ (0.9)</b>	<b>-5.0%</b>	<b>\$ 16.5</b>		<b>\$ 1.3</b>	<b>7.7%</b>	<b>\$ 17.7</b>				<b>\$ 17.7</b>	
<b><u>Total Operating, Restricted and Capital Budget</u></b>														
<b>27</b>	<b>\$ 175.7</b>		<b>\$ 1.7</b>	<b>1.2%</b>	<b>\$ 177.4</b>		<b>\$ 13.5</b>	<b>7.6%</b>	<b>\$ 190.8</b>				<b>\$ 190.8</b>	

**University of Houston-Downtown**  
**Table 2 - Operations**

<b>Source of Funds</b>	<b>FY2015</b>	<b>-----Change-----</b>		<b>FY2016</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 21,401,337	\$ 2,190,114	10.2%	\$ 23,591,451
Special Items	397,531			397,531
Less: Estimated Rider Reduction	(512,000)	512,000	-100.0%	
State Benefits Appropriation	5,100,000	900,000	17.6%	6,000,000
Dedicated Appropriations-TX College Work Study	79,595	15,955	20.0%	95,550
Subtotal State General Revenue Appropriations	26,466,463	3,618,069	13.7%	30,084,532
Tuition and Fees				
Statutory & Graduate Premium	18,808,171	1,112,374	5.9%	19,920,545
Subtotal Tuition and Fees	18,808,171	1,112,374	5.9%	19,920,545
HEAF	7,435,238	400,014	5.4%	7,835,252
Income on State Treasury Deposits	8,000			8,000
Fund Balance	444,866	(164,866)	-37.1%	280,000
Subtotal General Funds	53,162,738	4,965,591	9.3%	58,128,329
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - General	39,033,507	4,773,778	12.2%	43,807,285
Designated Tuition - Differential	569,680	1,019,599	179.0%	1,589,279
Library Fee	1,974,972	88,902	4.5%	2,063,874
Technology Fee	4,299,634	593,825	13.8%	4,893,459
Major/Department/Class Fees	6,955,907	1,151,107	16.5%	8,107,014
Subtotal Tuition and Fees	52,833,700	7,627,211	14.4%	60,460,911
Indirect Cost	197,936	(9,958)	-5.0%	187,978
Investment Income on Non-Endowed Funds	400,000	(2,000)	-0.5%	398,000
Endowment Income	280,176	21,081	7.5%	301,257
Contracts / Grants / Gifts	39,828	(516)	-1.3%	39,312
Self Supporting Organizations/Others	2,568,500	1,176,000	45.8%	3,744,500
Fund Balance	2,313,695	149,739	6.5%	2,463,434
Subtotal Designated Funds	58,633,835	8,961,557	15.3%	67,595,392
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	4,145,481	180,542	4.4%	4,326,023
Recreation and Wellness Center	1,171,268	55,639	4.8%	1,226,907
Other Student Fees	141,000	11,000	7.8%	152,000
Subtotal Student Fees	5,457,749	247,181	4.5%	5,704,930
Sales & Service - Parking	1,459,826	95,174	6.5%	1,555,000
Sales & Service - Athletics/Hotel/UC/Other	1,057,758	(87,758)	-8.3%	970,000
Fund Balance	330,849	93,663	28.3%	424,512
Subtotal Auxiliary Funds	8,306,182	348,260	4.2%	8,654,442
<b>Total Current Operating Funds</b>	120,102,755	14,275,408	11.9%	134,378,163
<b>Interfund Transfer</b>	(1,282,270)	(716,230)	55.9%	(1,998,500)
<b>Total Sources</b>	\$ 118,820,485	\$ 13,559,178	11.4%	\$ 132,379,663
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 65,218,370	\$ 6,871,335	10.5%	72,089,705
Benefits	15,411,101	3,055,506	19.8%	18,466,607
M&O	20,340,531	2,680,165	13.2%	23,020,696
Capital	6,637,034	(497,282)	-7.5%	6,139,752
Scholarships	8,375,618	1,450,849	17.3%	9,826,467
Debt Service	697,919	8,516	1.2%	706,435
Utilities	2,139,912	(9,911)	-0.5%	2,130,001
<b>Total Uses</b>	\$ 118,820,485	\$ 13,559,178	11.4%	\$ 132,379,663

**University of Houston-Downtown**  
**Table 3 - Restricted**

<b>Source of Funds</b>	<b>FY2015</b>	<b>-----Change-----</b>		<b>FY2016</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 3,914,446	\$ (796,404)	-20.3%	3,118,042
Financial Aid	34,083,201	204,148	0.6%	34,287,349
Gifts	1,217,000	133,400	11.0%	1,350,400
Endowment Income	703,734	38,221	5.4%	741,955
Other Restricted	1,952,471	(955,077)	-48.9%	997,394
<b>Total Current Operating Funds</b>	<b>41,870,852</b>	<b>(1,375,712)</b>	<b>-3.3%</b>	<b>40,495,140</b>
<b>Interfund Transfer</b>	<b>204,131</b>	<b>7,814</b>	<b>3.8%</b>	<b>211,945</b>
<b>Total Sources</b>	<b>\$ 42,074,983</b>	<b>\$ (1,367,898)</b>	<b>-3.3%</b>	<b>\$ 40,707,085</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	<b>\$ 1,649,578</b>	<b>\$ (245,983)</b>	<b>-14.9%</b>	<b>\$ 1,403,595</b>
<b>Benefits</b>	<b>331,865</b>	<b>(68,058)</b>	<b>-20.5%</b>	<b>263,807</b>
<b>M&amp;O</b>	<b>4,325,773</b>	<b>(1,031,721)</b>	<b>-23.9%</b>	<b>3,294,052</b>
<b>Scholarships</b>	<b>35,767,767</b>	<b>(22,136)</b>	<b>-0.1%</b>	<b>35,745,631</b>
<b>Total Uses</b>	<b>\$ 42,074,983</b>	<b>\$ (1,367,898)</b>	<b>-3.3%</b>	<b>\$ 40,707,085</b>

**University of Houston-Downtown**

**Table 4 - Capital Projects**

Project to Date (1)	FY2016 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
				HEAF	Revenue Bonds	Gifts	Other	
<b>New Construction</b>								
STEM Building	\$ -	\$ 750,000	\$ 66,250,000	\$ 67,000,000	\$ 4,000,000	\$ 60,000,000	\$ 2,000,000	\$ 1,000,000
Subtotal New Construction	\$ -	\$ 750,000	\$ 66,250,000	\$ 67,000,000	\$ 4,000,000	\$ 60,000,000	\$ 2,000,000	\$ 1,000,000
<b>Major Repairs and Rehabilitation</b>								
Other Renovations	\$	373,500		\$ 373,500	\$ 373,500			
AHU/DDC Controls		100,000		100,000	100,000			
OMB South Tower Roof Refurbishing		450,000		450,000	450,000			
Welcome Center Furniture		250,000		250,000	250,000			
Welcome Center - O'Kane Gallery Buildout		150,000		150,000	150,000			
Engineering Technology Lab		200,000		200,000	200,000			
Dropoff Child Care		75,000		75,000	75,000			
<b>Projects Budgeted Annually</b>								
Capital Renewal Deferred Maintenance		400,000		400,000	400,000			
Subtotal Major Repairs & Rehabilitation	\$ -	\$ 1,998,500	\$ -	\$ 1,998,500	\$ 1,998,500	\$ -	\$ -	\$ -
<b>Land Acquisition</b>								
North of Downtown Campus	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ -
Subtotal Land Acquisition	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ -
<b>Total</b>	\$ -	\$ 17,748,500	\$ 66,250,000	\$ 83,998,500	\$ 20,998,500	\$ 60,000,000	\$ 2,000,000	\$ 1,000,000

(1) Project expenditures to date, estimated through August 31, 2015

5.23

**University of Houston-Downtown**

**Table 5 - Number of Full-Time Equivalent Positions**

<b>Employee Classification</b>	<b>FY2015 Budget</b>	<b>-----Change-----</b>		<b>FY2016 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Faculty	263	21	8.0%	284
Part-time Faculty	230	11	4.8%	241
Professional Staff	339	61	18.0%	400
Classified Staff	258	(16)	-6.2%	242
Temporary Staff	127	26	20.5%	153
<b>Total</b>	1,217	103	8.5%	1,320

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

	<b>FY2012 Actuals</b>	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Budget</b>	<b>FY2016 Budget</b>	<b>FY16 vs FY15 Change</b>
<b>Semester Credit Hours</b>						
Lower Division	132,947	143,724	142,981	143,821	146,414	2,593
Upper Division	152,977	154,991	159,805	158,398	163,653	5,255
Masters	2,840	3,349	4,390	3,379	8,541	5,162
<b>Total</b>	<b>288,764</b>	<b>302,064</b>	<b>307,176</b>	<b>305,598</b>	<b>318,608</b>	<b>13,010</b>
<b>Semester Credit Hours-On/Off Campus</b>						
On Campus	214,788	215,511	210,639	218,044	218,470	426
Off Campus	73,976	86,553	96,537	87,554	100,138	12,584
<b>Total</b>	<b>288,764</b>	<b>302,064</b>	<b>307,176</b>	<b>305,598</b>	<b>318,608</b>	<b>13,010</b>
<b>Fall Headcount</b>	<b>12,918</b>	<b>13,915</b>	<b>13,754</b>	<b>13,895</b>	<b>14,582</b>	<b>687</b>
<b>Fall FTE</b>	<b>8,508</b>	<b>9,162</b>	<b>9,210</b>	<b>9,153</b>	<b>9,764</b>	<b>611</b>

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

	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b><u>Sources</u></b>				
Current Year Appropriations	\$ 4,188,481	\$ 182,542	4.4%	\$ 4,371,023
Remissions/Exemptions	(43,000)	(2,000)	4.7%	(45,000)
Other Income	245,000	(16,500)	-6.7%	228,500
Budgeted Fund Balance	204,657	(44,971)	-22.0%	159,686
<b>Total Sources</b>	<b>\$ 4,595,138</b>	<b>\$ 119,071</b>	<b>2.6%</b>	<b>\$ 4,714,209</b>
<b><u>Allocations</u></b>				
Admissions Office	\$ 150,081	\$ (150,081)	-100.0%	\$ -
Banner Financial Aid Maintenance	14,000	-	-	14,000
Bayou Review	10,500	-	-	10,500
Call Center	300,000	(110,566)	(0.37)	189,434
Campus Activities Board	56,100	-	-	56,100
Campus Information Center	65,357	-	-	65,357
Career Services	394,291	52,883	13.4%	447,174
Clubs and Organizations	99,487	-	-	99,487
Drama Production	46,025	-	-	46,025
Student Affairs	238,230	271,795	114.1%	510,025
Financial Aid Office	1,075,326	78,100	7.3%	1,153,426
Graduation/Diplomas	165,400	10,000	0.06	175,400
Handbook	8,000	-	-	8,000
International Programs	82,288	(65,953)	(0.80)	16,335
Leadershape & Conferences	-	40,000	-	40,000
One Main Events	38,000	-	-	38,000
Registrar	262,226	14,790	5.6%	277,016
Software Consulting	7,425	-	-	7,425
Student Activities	382,585	(44,962)	-11.8%	337,623
Student Assistance Program	220,282	-	-	220,282
Student Awards	3,300	-	-	3,300
Student Contingency	13,000	-	-	13,000
Student Government	47,945	17,050	0.36	64,995
Student Health Services	304,837	(15,000)	-4.9%	289,837
Student Newspaper	33,870	(500)	-1.5%	33,370
Student Services	292,281	16,229	5.6%	308,510
UHD Connections	30,000	-	-	30,000
Utilities/Other Overhead	114,171	3,293	2.9%	117,464
Veterans Services	120,131	1,993	1.7%	122,124
Welcome Week	20,000	-	-	20,000
<b>Total Allocations</b>	<b>\$ 4,595,138</b>	<b>\$ 119,071</b>	<b>2.6%</b>	<b>\$ 4,714,209</b>

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

	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 1,213,716	\$ 93,126	7.7%	\$ 1,306,842
<b>Advancement &amp; External Relations</b>	2,398,653	502,351	20.9%	2,901,004
<b>Employment Services and Operations</b>	2,978,416	(1,502,943)	-50.5%	1,475,473
<b>Academic &amp; Student Affairs</b>				
Administration (Provost)	4,534,930	359,322	7.9%	4,894,252
Business Administration	12,758,606	2,628,495	20.6%	15,387,101
Humanities and Social Sciences	12,703,039	457,136	3.6%	13,160,175
Public Service	6,466,301	576,005	8.9%	7,042,306
Sciences and Technology	9,196,464	471,781	5.1%	9,668,245
Advising and Mentoring	1,963,656	53,974	2.7%	2,017,630
University College	1,638,489	439,795	26.8%	2,078,284
Student Affairs	9,484,708	1,059,015	11.2%	10,543,723
<b>Subtotal: Academic &amp; Student Affairs</b>	<b>58,746,193</b>	<b>6,045,523</b>	<b>10.3%</b>	<b>64,791,716</b>
<b>Scholarships</b>	7,954,316	1,890,841	23.8%	9,845,157
<b>Library</b>	4,435,987	1,338	0.0%	4,437,325
<b>Continuing Education</b>	871,847	751,730	86.2%	1,623,577
<b>Administration</b>				
Administration (VP Administration)	510,757	13,214	2.6%	523,971
Budget and Procurement	607,718	52,819	8.7%	660,537
Business Affairs	1,775,267	97,754	5.5%	1,873,021
Information Technology	13,639,485	1,189,431	8.7%	14,828,916
Physical Plant	6,622,867	636,369	9.6%	7,259,236
Risk Management & Compliance	476,490	71,408	15.0%	547,898
University Business Services	1,200,608	7,942	0.7%	1,208,550
Emergency Management	82,552	9,491	11.5%	92,043
Utility	2,139,912	(9,911)	-0.5%	2,130,001
<b>Subtotal: Administration</b>	<b>27,055,656</b>	<b>2,068,517</b>	<b>7.6%</b>	<b>29,124,173</b>
<b>Staff Benefits</b>	8,301,999	1,916,001	23.1%	10,218,000
<b>Community Development</b>	397,531			397,531
<b>Unallocated</b>	-	2,175,928		2,175,928
<b>System Service Charges</b>	1,562,885	42,841	2.7%	1,605,726
<b>Insurance Premium</b>	469,823	13,007	2.8%	482,830
<b>Debt Service</b>	697,919	8,516	1.2%	706,435
<b>Fund Balance Contingency</b>	1,735,544	(447,598)	-25.8%	1,287,946
<b>Total Uses</b>	<b>\$ 118,820,485</b>	<b>\$ 13,559,178</b>	<b>11.4%</b>	<b>\$ 132,379,663</b>

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

	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 5,940	\$ 54	0.9%	\$ 5,994
<b>Advancement &amp; External Relations</b>	12,217	(12,217)	-100.0%	-
<b>Academic &amp; Student Affairs</b>				
Administration (Provost)	89,480	215,734	241.1%	305,214
Business Administration	486,077	(7,366)	-1.5%	478,711
Humanities and Social Sciences	305,722	(226,107)	-74.0%	79,615
Public Service	807,454	(186,166)	-23.1%	621,288
Sciences and Technology	1,724,854	(658,914)	-38.2%	1,065,940
University College	1,592,571	(82,382)	-5.2%	1,510,189
Student Affairs	755	(755)	-100.0%	-
<b>Subtotal: Academic &amp; Student Affairs</b>	<b>5,006,913</b>	<b>(945,956)</b>	<b>-18.9%</b>	<b>4,060,957</b>
<b>Scholarships</b>	<b>35,095,391</b>	<b>546,149</b>	<b>1.6%</b>	<b>35,641,540</b>
<b>Library</b>	-	1,200		1,200
<b>Administration</b>	2,051	(2,051)	-100.0%	-
<b>Fund Balance Contingency</b>	<b>1,952,471</b>	<b>(955,077)</b>	<b>-48.9%</b>	<b>997,394</b>
<b>Total Uses</b>	<b>\$ 42,074,983</b>	<b>\$ (1,367,898)</b>	<b>-3.3%</b>	<b>\$ 40,707,085</b>

Memo To: All UH-Downtown/PS Holders

UH-Downtown/PS 10.A.04

From: William Flores, President

Issue No. 5

Effective Date: 09/01/10

Subject: Faculty Teaching Workload

Page 1 of 3

## 1. PURPOSE

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

## 2. DEFINITIONS

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

## 3. POLICY/PROCEDURES

### 3.1 Scope

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

### 3.2 Principles

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

### 3.3 Policy

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

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

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

#### 3.4 Adjustments and Exceptions to Policy

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

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

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

#### **5. EXHIBITS**

There are no exhibits associated with this policy.

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

Responsible Party (Reviewer): President

Review: Biannually

Signed original on file in Employment Services and Operations.

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

Issue #3: 3/1/86

Issue #4: 1/1/07

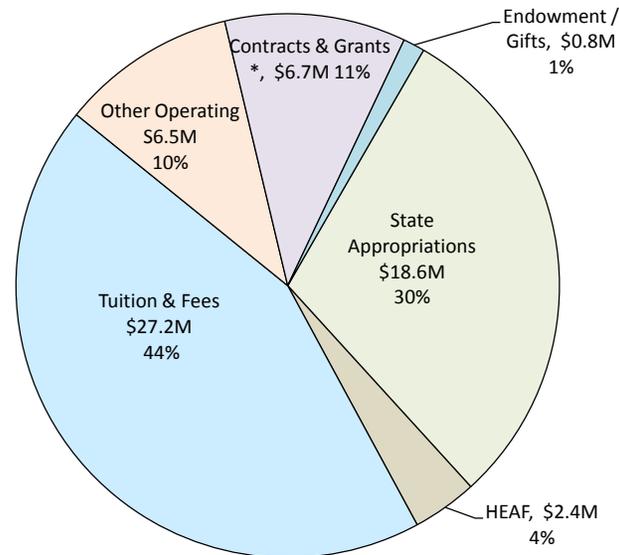
#### **8. REFERENCES**

There are no references associated with this policy.

# University of Houston-Victoria Budget

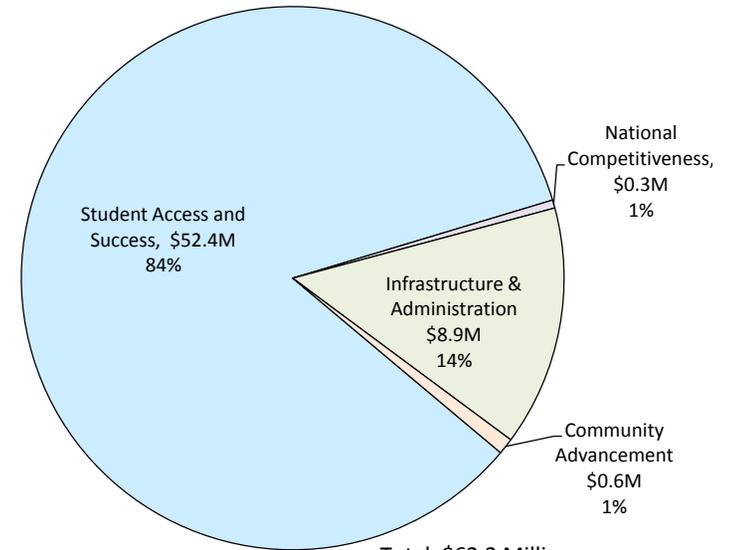
FY2015

Operating Budget Source of Funds



\* Includes Federal Financial Aid  
Total \$62.2 Million

Operating Budget Use of Funds



Total \$62.2 Million

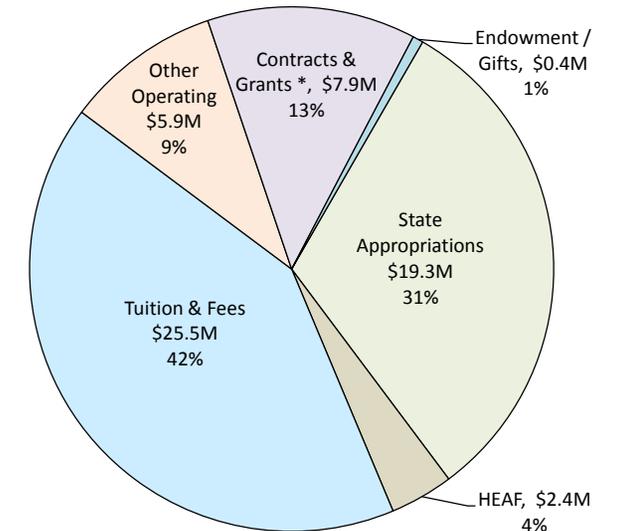
**Total Budget**

	\$ Millions
Operating Budget	\$ 62.2
Capital Facilities	9.0
<b>Total</b>	<b>\$ 71.2</b>

6.1

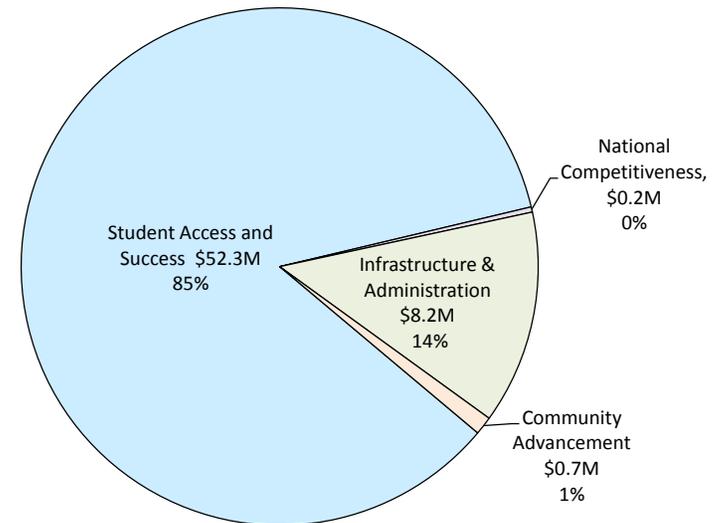
FY2016

Operating Budget Source of Funds



\* Includes Federal Financial Aid  
Total \$61.4 Million

Operating Budget Use of Funds



Total \$61.4 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 61.4
Capital Facilities	19.0
<b>Total</b>	<b>\$ 80.4</b>

**University of Houston-Victoria Operating Budget**  
**Revenues FY2012- FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 State Appropriations	\$ 16.7	\$ 17.0	\$ 19.0	\$ 18.6	\$ 19.3
2 HEAF	2.4	2.4	2.4	2.4	2.4
3 Tuition & Fees	22.4	21.7	23.5	27.2	25.5
4 Other Operating	3.5	2.8	4.1	6.5	5.9
5 Contracts & Grants *	4.0	6.9	8.3	6.7	7.9
6 Endowment / Gifts	0.3	0.9	1.4	0.8	0.4
7 Total	<u>\$ 49.3</u>	<u>\$ 51.7</u>	<u>\$ 58.7</u>	<u>\$ 62.2</u>	<u>\$ 61.4</u>

\* Includes Federal financial aid

**University of Houston-Victoria Operating Budget**  
**Expenditures FY2012 - FY2016**  
**\$ in Millions**

	A 2012 Actual	B 2013 Actual	C 2014 Actual	D 2015 Budgeted	E 2016 <b>Proposed</b>
1 Student Access and Success	\$ 40.5	\$ 43.3	\$ 48.6	\$ 52.4	\$ 52.3
2 National Competitiveness	0.5	0.1	0.2	0.3	0.2
3 Infrastructure & Administration	7.7	8.2	7.8	8.9	8.2
4 Community Advancement	0.6	0.9	0.9	0.6	0.7
5 Total	<u>\$ 49.3</u>	<u>\$ 52.5</u>	<u>\$ 57.5</u>	<u>\$ 62.2</u>	<u>\$ 61.4</u>

**University of Houston-Victoria  
FY2016 Operating Budget Expenditures by Function**

Expenditure Budget	A Instruction	B Research	C Academic Support	D Subtotal	E Public Service	F Student Services	G Institutional Support	H Physical Plant	I Scholarships & Fellowships	J Auxiliary Enterprises	K FY 2016 Total	L FY 2015 Total
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	8,691,237		158,402	<b>8,849,639</b>							<b>8,849,639</b>	<b>8,311,787</b>
3 Non-Tenure Track Faculty	1,583,543		16,122	<b>1,599,665</b>							<b>1,599,665</b>	<b>1,958,138</b>
4 Adjunct Faculty	885,825			<b>885,825</b>							<b>885,825</b>	<b>1,077,272</b>
5 Graduate Assistant	49,000		10,500	<b>59,500</b>		10,500	3,500			3,600	<b>77,100</b>	<b>49,000</b>
6 Exempt Staff	2,280,194	136,516	2,325,738	<b>4,742,448</b>	303,127	2,909,082	2,375,404	170,871		134,884	<b>10,635,816</b>	<b>10,047,629</b>
7 Non-Exempt Staff	264,080		378,523	<b>642,603</b>	115,509	595,720	399,322	620,226		235,630	<b>2,609,010</b>	<b>3,024,667</b>
8 Student Employees	38,476		174,843	<b>213,319</b>	4,178	43,191	73,350	3,440		38,590	<b>376,068</b>	<b>184,828</b>
9 Summer Instruction Salaries	1,063,274			<b>1,063,274</b>							<b>1,063,274</b>	<b>1,553,961</b>
<b>10 Benefits</b>	<b>4,083,164</b>	<b>49,940</b>	<b>743,421</b>	<b>4,876,525</b>	<b>173,592</b>	<b>956,251</b>	<b>825,247</b>	<b>255,334</b>		<b>116,621</b>	<b>7,203,570</b>	<b>7,434,424</b>
<b>11 Subtotal</b>	<b>18,938,793</b>	<b>186,456</b>	<b>3,807,549</b>	<b>22,932,798</b>	<b>596,406</b>	<b>4,514,744</b>	<b>3,676,823</b>	<b>1,049,871</b>		<b>529,325</b>	<b>33,299,967</b>	<b>33,641,706</b>
6.4 12 Capital	301,300		1,813,847	<b>2,115,147</b>			185,274	93,500			<b>2,393,921</b>	<b>2,393,921</b>
13 M&O	2,423,637	13,160	1,443,521	<b>3,880,318</b>	85,924	1,745,099	1,424,659	929,815		1,590,413	<b>9,656,228</b>	<b>13,284,159</b>
14 Travel & Business Expense	382,630	1,172	217,583	<b>601,385</b>	30,109	280,422	172,180	5,189		203,228	<b>1,292,513</b>	<b>782,011</b>
15 Scholarship & Fellowship						70,000			10,482,475		<b>10,552,475</b>	<b>9,693,875</b>
16 Debt Service			1,592,496	<b>1,592,496</b>			82,677			1,509,819	<b>3,184,992</b>	<b>1,613,912</b>
17 Utilities								598,000		382,560	<b>980,560</b>	<b>810,228</b>
<b>18 Subtotal</b>	<b>3,107,567</b>	<b>14,332</b>	<b>5,067,447</b>	<b>8,189,346</b>	<b>116,033</b>	<b>2,095,521</b>	<b>1,864,790</b>	<b>1,626,504</b>	<b>10,482,475</b>	<b>3,686,020</b>	<b>28,060,689</b>	<b>28,578,106</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 22,046,360</b>	<b>\$ 200,788</b>	<b>\$ 8,874,996</b>	<b>\$ 31,122,144</b>	<b>\$ 712,439</b>	<b>\$ 6,610,265</b>	<b>\$ 5,541,613</b>	<b>\$ 2,676,375</b>	<b>\$ 10,482,475</b>	<b>\$ 4,215,345</b>	<b>\$ 61,360,656</b>	<b>\$ 62,219,812</b>

# University of Houston-Victoria

## Mission and Goals

### **UHV Mission (Pending Approval)**

A dynamic destination institution serving Texas and the world, the University of Houston-Victoria (UHV) is dedicated to providing every student with educational and leadership opportunities that empower each to be a successful professional and citizen in the global economy. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in an increasingly complex world. UHV promotes economic development and advances quality of life through teaching, research, and service excellence. [Revised, Long-Range Strategic Planning Committee, June 2015]

### **UHV Standing 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

As the University enters its sixth year of downward expansion, with the first class graduating at the end of the Spring 2015 semester, UHV remains committed to recruiting from the coastal bend region, as well as other areas of Texas, including those in and around San Antonio, Austin, Houston, and the Valley. In anticipation of continued growth, UHV has allocated additional resources to Student Life and Student Success, including the hiring of advisors we call “student success coaches,” and the implementation of the Quality Enhancement Plan (QEP), known now simply as “Living and Learning,” a project which will add residential learning communities for all first-year students by the end of next year. Over the five-year period of Living and Learning, the University will allocate new funds and reallocate existing funds of over a million dollars for academic support in this area to enhance learning, increase student engagement, and augment retention rates.

With the recent construction bonds approved by the Governor, UHV plans to construct a STEM (Science, Technology, Engineering, Math) building on the Victoria campus to enhance its science and technology offerings, particularly as it recruits more intensively for students in pre-med, pre-dental, pre-pharmacy, and the pre-engineering fields. UHV has recently received several hundred thousand dollars in computer science grants from the Department of Defense and has made expansions to its digital gaming laboratories, both on the main campus and in the new downtown Victoria facility, the latter of which is part of UHV’s push to expand digital and analog arts in the Victoria community. In addition to the recently constructed Academic and Economic Development Building, UHV is working to acquire adjacent land near the Victoria campus for future development, including new residence facilities and a learning commons, which would eventually displace the current Library and a Student Center. Finally, with the approval of a new System building in Katy, UHV is making plans to transition fully all remaining programs from the UH Sugar Land campus to a not-yet-determined Katy area site. UHV has also expanded its presence at HCC Northwest with new ITV facilities, and all of its School of Education, Health Professions, and Human Development operations (with the exception of Counseling) are already at the new location in the greater West Houston area.

Since the submission of the last annual report, UHV received official word from SACSCOC that it had reaffirmed its accreditation for another ten years, without any recommendations or follow-up reports. While justifiably proud of this accomplishment, UHV maintains an extensive process of annual review, with assessment reports submitted from all academic and administrative divisions on their prior year’s performance. These reports reflect their proposed goals, support budget requests for the coming fiscal year and are in alignment with the current mission statement and strategic plan. Since the current strategic plan lapses during this next cycle, the Long-Range Strategic Planning Committee has examined the Mission Statement and has revised it for review by the University community, the Provosts Council, and the Board of Regents. Given the radical changes that have occurred in UHV’s goals, the committee felt that a review of the mission was in order. Once approved, all academic and administrative units will align their strategic priorities with the new mission statement and Long-Range Strategic Plan.

The major UHV target objectives for FY 2016 include

#### 1. Student Success

- Faculty and staff in new academic areas, such as Nursing, Computer Engineering, and International Programs, which will attract new students to the Victoria campus
- Plan for a University College model to increase student success and retention
- Adoption of new “magnet” academic degree programs to assist Student Affairs with recruiting to the Victoria campus
- Continued transitioning of UHV programs now located on the UH Sugarland campus to Katy and online environments

- Enhance Multiple Delivery Systems and Increased Online Presence
2. National Competitiveness
    - Maintenance of national program accreditations and SACS reaffirmation projects
    - Equitable and Competitive Salaries for Faculty
    - Professional Development for Faculty and Staff
    - Enhancement of the Sponsored Programs and International Programs areas
  3. University Infrastructure and Administration
    - Technology Resources Review
    - Operational Support
    - Equitable and Competitive Salaries for Staff
    - Planning and Development of new facilities on the Victoria campus
    - Assist with Programs of Requirements for new System facility in Katy
  4. Community Advancement
    - Civic Engagement
    - Small Business Development Center (SBDC)
    - Center for Economic Development and Entrepreneurship
    - Athletics

## University Reallocations

UHV uses one-time funding of budgetary items which are then reallocated the following fiscal year to fund university priorities as needed. UHV will also make budget reductions, use energy efficiencies, and assign endowment income in order to reallocate additional operational resources. For FY16 UHV reallocations are categorized below:

<b>Reduction</b>	<b>Comment</b>	<b>Amount</b>
Decrease department operational budgets	One-time funded - projects for FY 15 that are no longer active or needed in FY 16	\$ 530,000
	One-time savings - reductions in department fund balances	885,000
	Yearly savings - Reduction in yearly department operating allocations	253,000
Utilize faculty research endowment revenue	One-time funded - Funding faculty development activity using endowment revenue instead of operational funding	80,000
Reduce each schools teaching budget	Reduce Summer teaching budgets by 5%	60,000
Decrease utility costs	Energy efficiency upgrades to buildings and enforcing utility procedures	42,000
Reduce travel expenses	Reduce per diem reimbursement rate to 70% of state approved per diem and \$.50 per mile for travel by automobile	80,000
<b>Total Reduction</b>		<b>\$1,930,000</b>
<b>Reallocation</b>		
Program expansion	New faculty and staff	\$ 412,000
Reduction in graduate enrollment	To cover short-term shortfall in tuition and fee revenue due to anticipated decrease in graduate enrollment	955,000
Scholarships	Leverage an increase in scholarship funding to increase enrollment	117,000
Recruitment	Additional transfer recruitment efforts to increase transfer enrollments	120,000
Fund balance	Restoration of fund balance for the use as seed funding for academic initiatives	246,000
Faculty Development	Utilize operating funds reallocated by utilizing endowment funds for Faculty Development	80,000
<b>Total Reallocation</b>		<b>\$1,930,000</b>

## **PRIORITY 1: STUDENT SUCCESS**

### **CONTEXT**

To provide ongoing support for the admission and enrollment of freshmen, transfers, and graduate students, 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, at both the graduate and undergraduate levels.

UHV reallocated \$1.9 million by utilizing one-time funding in FY 15, reducing departmental budget by 5%, energy savings, and use of endowment income. UHV reallocated \$250,000 for new academic initiatives in FY16. UHV anticipates a revenue shortfall due to enrollment declines in students at the upper-level undergraduate and graduate levels. UHV will reallocate \$1,007,937 to cover this short term shortfall. Other uses are additional scholarships, more funding to increase transfer enrollments, and support for new faculty and staff positions.

New degrees include the RN-to-BSN (Nursing), the BS in Kinesiology, the BS in Political Science, and MS in Computer Science. Degrees being proposed are the M.Ed. in Educational Technology and BS in Computer Engineering. This increased program inventory makes the Victoria campus a more attractive destination since a student can have more options for applied fields. “Magnet” degrees like Nursing and Computer Engineering will be attractors for new recruits to the Victoria campus, as will the new facilities that will support the teaching and research for undergraduates, as well as the social networking that comes from a new Student Center, Learning Commons, and new residence facilities. Furthermore, the establishment of an International Programs office, which will integrate all international functions into one area, including recruitment of international students, Study Abroad programs, the creation of an English-Language Institute (ELI), SEVIS and visa support, should have a positive effect in bringing additional international students into the Victoria region. Finally, the Academic Master Plan (AMP) calls for additional degrees in “magnet” areas over the next five to ten years, and, depending on its enrollment growth and State support, UHV is not wavering from its goal of six thousand students on the Victoria campus by 2025.

To ramp up additional retention efforts, UHV is looking to change its academic infrastructure to a college model over the next several years, which would include a university college in order to integrate the retention programs that already exist, such as Living and Learning, and thereby enhance their effects. Thus, there would be four colleges (Arts and Sciences; Business Administration; Education, Health Professions, and Human Development; and University College). The University College would include advising, success coaching, Living and Learning, tutoring, and peer mentoring. Moreover, UHV will renew its efforts to recruit additional transfers from community colleges and graduate students in new degree concentrations. For purposes of retention, UHV will continue to support—and make new investments in—academic infrastructure, for both online and face-to-face students. This will include additional early-warning systems with more intrusive advising, the establishment of stronger linkages between academic and student affairs, and the ongoing implementation of the new Core Curriculum.

### **FY 2016 BUDGET INITIATIVES**

- *Faculty in Critical Areas (\$329,000 New Resources)*  
Despite the reduction in Nursing faculty, faculty new hires will increase in FY16 in the areas of math, health professions, and the sciences, including UHV’s first physics and kinesiology professors. These new voices will be critical in developing and promoting STEM and health initiatives. Already, these new faculty have been essential in garnering new grant awards; indeed, the grant production at UHV has increased by over two million in two years, including new awards from the Department of Defense and the Department of Education. Needs for new faculty in “magnet” areas will include tenure-track faculty in Nursing and Computer Engineering, as well as additional staffing for the

Office of International Programs. As funds become available, UHV will add new faculty staffing in biology, mathematics, and the allied health fields. Summer faculty salaries were reduced by 5% in order to create a greater efficiency in faculty salaries and current Nursing faculty salaries will be moving to the University of Houston Sugar Land for the fall 2015 semester.

- *Destination University-Downward Expansion (\$131,533 New Resources)*  
Making UHV a destination campus continues to be a high priority for UHV. To further enhance student growth, both mentally and socially, Living and Learning (QEP) will expand its reach into extended learning sites, integrating academic, student life, and community outreach. By the end of FY 17, Living and Learning will include all first-year students. To better serve our student's health needs, we have added an additional Psychologist in our Counseling Center and we have partnered with the Community Health Centers of South Central Texas, Inc. to provide basic medical care to all of Victoria students.
- *Student Recruitment, Retention and Graduation (\$659,953 New Resources) (HEAF \$20,000)*  
Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. UHV will continue to expand orientation and retention programs by hiring additional academic advisors, student success coaches, student mentors, and course-specific tutors. Additional scholarship support and marketing activities will also be undertaken next year.
- *Academic Programs (\$91,144 New Resources) (\$126,666 HEAF)*  
Because of program growth at all locations and online, additional resources will be used for adjuncts, course offerings, and student advising. In order to offer additional face-to-face courses, which the students on the Victoria campus are beginning to demand as they move to the junior and senior courses in their degree programs, new funding will be added for an adjunct pool that pays differential rates to those part-time faculty willing to teach extra courses on the Victoria campus, but have to travel from Austin, San Antonio, or Houston. A larger adjunct pool also minimizes losses that will occur during this transitional period where face-to-face courses will not enroll large numbers of students, principally because online delivery for certain courses will still be mandatory for some programs and because UHV cannot overburden current full-time faculty with course overloads or other teaching assignments that prevent them from doing research, writing grants, or meeting the needs of graduate students. An expanded adjunct pool will provide scheduling flexibility without sacrificing academic quality.
- *UH Sugar Land, UHS Cinco Ranch, HCC Northwest (\$826,400 HEAF)*  
UHV is transitioning its face-to-face and hybrid courses on the UH Sugar Land campus and toward their scheduling at the Cinco Ranch and HCC Northwest facilities. The transition over the next few years should be complete when the new System facility opens in Katy. Over the next fiscal year, local funds and Higher Education Assistance Funds (HEAF) will be utilized to support UH Sugar Land, UHS in Cinco Ranch, and HCC Northwest. HEAF for next year will aid in the replacement of ITV equipment. UHV will also be utilizing more HEAF funds next year to support its obligation to the operations at UHSL and UHSCR. This allows for more operational resources to be reallocated to critical areas.
- *Multiple Delivery Systems/Increased Online Presence (\$82,487 New Resources)*  
For several years UHV has been aggressive in expanding distance education opportunities for students. 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. HEAF funds will also be used for technology to enhance course and program delivery at all locations.

**Priority 1. Investment of Resources in FY 2016 Initiatives**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Reserve Funding for Academic Initiatives	\$ 250,000	0	\$ 250,000
Cover Short-Term Shortfall in Tuition and Fees	1,007,937	0	1,007,937
Faculty	329,000	0	329,000
Destination University-Downward Expansion	131,533	0	131,533
Student Recruitment, Retention and Graduation Academic Programs	659,953	20,000	679,953
	91,144	126,666	217,810
UH System Service Charge: UH Sugar Land, UHS Cinco Ranch, HCC Northwest		826,400	826,400
Multiple Delivery Systems/Increased Online Presence	82,487	0	82,487
<u>Totals</u>	<u>\$ 2,552,054</u>	<u>\$973,066</u>	<u>\$3,525,120</u>

## 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 choose UHV as their college of first choice. Five years of downward expansion have demonstrated that extensive resources must be directed to multiple types of students, both at the undergraduate and graduate levels, not only to academic areas, but to support areas such as advising, counseling, financial aid, campus safety, university advancement, and information technologies. Presidential Scholarships, which began in fall 2013, have attracted top 10% high school graduates to UHV. 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. With the allocation of resources to “magnet” undergraduate programs, UHV will be in a better position to attract high-quality students to the Victoria campus.

### FY 2016 BUDGET INITIATIVES

- *SACS Reaffirmation and National Accreditation of Key Academic Programs (\$14,700 New Resources) (\$29,556 HEAF)*  
Needs for QEP implementation of Living and Learning will continue to grow, the key piece of which is stipends for faculty, staff, and librarians who, on top of their full-time duties, assist with the development of the freshman seminar courses and other outreach activities. The need to allocate resources to the new Nursing programs in Victoria and the planning for its new accreditation will emerge in the spring 2016 semester. Moreover, CACREP and AACSB accreditations will demand additional funds for their maintenance.
- *Equitable and Competitive Salaries for Faculty (\$312,284 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 is used in order to maintain a national competitiveness with similar institutions. Merit raises of 2.25% will go into effect for FY 2016 as will equity adjustments for select faculty of 0.5%. Total average salary increases are 2.75%.

### Priority 2. Investment of Resources in FY 2016 Initiatives

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
SACs Reaffirmation and National Accreditation of Key Academic Programs	\$14,700	\$29,556	\$44,256
Equitable & Competitive Salaries for Faculty	312,284	0	312,284
Totals	\$326,984	\$29,556	\$356,540

## **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 staff salaries, operating facilities upgrades to improve efficiency, and developing other quality improvements.

UHV will continue to support professional development for employees and to take additional measures to ensure the university's infrastructure is able to support quality programs and services. UHV plans to implement the transfer credit and student advising modules to help improve advising and other student services. UHV collaborates with UH in the development of PeopleSoft and other software upgrades, which enhances the effectiveness of UHV's operation. UHV continues to scrutinize its yearly allocation of resources for greater efficiencies. For FY 2016, \$1.9 million is identified from school/departmental funding reductions, one-time reallocations, and efficiency measures. These funds will address areas of highest needs and cover shortfalls in upper-level undergraduate and graduate enrollments. Such high needs include additional faculty and staff for academic program expansion, more scholarship funding in order to increase enrollment, additional transfer recruitment efforts, and restoration of fund balance to be used as seed funding for academic initiatives.

### **FY 2016 BUDGET INITIATIVES**

- *Technology (\$29,400 New Resources) (\$391,100 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 in terms of upgrading computers, servers and other equipment, expanding Wi-Fi coverage and capacity and maintaining a robust campus network infrastructure and service. Expanded support is also planned for the faculty, students, and staff at HCC-Katy. A review of Information Technology's performance, equipment, and staffing are currently taking place utilizing the services of the UHS IT department.
- *Operational Support (\$522,494 New Resources) (\$148,500 HEAF)*  
While new funding will be used to support additional staff in key areas and maintenance and operations, ongoing cost saving efficiencies have allowed university funds to be reallocated to other areas which need support due to growth and increase in program expansion. Such areas addressed are capital projects management, recruiting and marketing to transfer students. UHV will continue to make the 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 an increased infrastructure. HEAF funds will be used for plant support, campus security, technology, and telecommunications upgrades.
- *Equitable and Competitive Salaries for Staff (\$286,490 New Resources)*  
Merit adjustments of 2.25% are based on evaluations on file. A 0.5% equity and reclassification pool is utilized for those who have an extreme equity pay issue compared to the market or have job duties that have significantly changed over time. Both increases require the employee to have meritorious performance evaluations. Total salary increases average 2.75%.
- *Administrative Priorities (-\$1,848,738 Resources)(\$451,750 HEAF)*  
Effective this fall semester, the current UHV School of Nursing is transferring to the University of Houston. This transfer will result in a decrease in faculty and staff salaries of \$1,337,281 and a

decrease in other operating funds of \$142,291. UHV will also see a reallocation of \$451,750 to HEAF funding for HEAF-related System Service charges at UH-Sugar Land and UHS-Cinco Ranch. This shifting of budgeted expenditures from operating funds to HEAF funds enables UHV to reallocate operating revenue to other budget priorities.

- *Facilities (\$399,949 HEAF)*

The Academic and Regional Economic Development Building is currently under construction to be completed by the beginning of the fall 2015 semester. The three-story building will be approximately 63,000 square feet and will house the School of Business Administration, Career Services with a job testing area, the Small Business Development Center and the Center for Economic Development and Entrepreneurship. The Center will promote area job creation and retention within the surrounding 11 counties. The building also will contain shared resources, including a 400-seat Multi-Purpose Room, a 200-seat auditorium; one additional 60-seat tiered classroom; gaming and finance simulation labs; and conference rooms. The third floor of the Academic and Regional Economic Development Building, which is shell space, will be finished by FY 2018.

**Priority 3. Investment of Resources in FY 2016 Initiatives**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Technology	\$29,400	\$391,100	\$420,500
Operational Support	522,494	148,500	670,994
Equitable and Competitive Salaries for Staff	286,490	0	286,490
Administrative Priorities	-1,848,738	451,750	-1,396,988
Facilities	0	399,949	399,949
<b>Totals</b>	<b>-\$1,010,354</b>	<b>\$1,391,299</b>	<b>\$380,945</b>

## **PRIORITY 4: COMMUNITY ADVANCEMENT**

### **CONTEXT**

A large number of UHV's new academic initiatives are directed toward community and regional need and interest; indeed, UHV focuses its academic offerings in areas that have "real-world" connections, especially for Victoria and the Coastal Bend region. At both the undergraduate and graduate levels, UHV's graduates will be employable (or promotable) within agencies, businesses, and laboratories. As UHV builds its academic program inventory to meet workforce needs, it has a special eye toward degree areas that will attract students to the Victoria campus. The Academic Master Plan has already achieved its ostensible goals of obtaining new nursing and kinesiology degrees, but will look to establishing additional degrees that meet community needs, including a BAAS in instrumentation, a BBA in International Business, a BS in Computer Engineering, and MS degrees in Accounting, Criminology, and Robotics.

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, Health Studies 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. Finally, and most recently, Student Life has opened an Office of Civic Engagement, in which students make connections with our campus partners through volunteerism. Many of these activities will also be connected to the Living and Learning goals of the Quality Enhancement Plan.

### **FY 2016 BUDGET INITIATIVES**

- *Center for Economic Development and Entrepreneurship (\$38,736 New Resources)*  
This new Center coincides with a larger goal by the University of working with the 11 counties surrounding Victoria to foster economic development. Two entities – the Small Business Development Center (SBDC) and the new Regional Center for Economic Development (RCED) - will make up the core operation. The UHV SBDC is committed to fostering small businesses success in the eleven rural counties we serve. The UHV SBDC provides business and technical assistance, without cost, in the form of business advising and training, which assists small business development, growth, and sustainability. In FY 2014, the UHV SBDC helped in the creation of \$15,680,883 in capital infusion for area businesses; assisted 92 businesses either to start or expand; and worked with area businesses to help create 262 jobs and retain 694 jobs. The RCED will emphasize regional partnerships and collaboration within the 11 county UHV SBDC market. Using the SBDC as its foundation, the RCED will increase community awareness and involvement in regional economic development, community development, and be a regional facilitator and connector.
- *Athletics (\$34,879 New Resources)*  
In FY2016 additional funds are allocated to hire an assistant athletic trainer to assist with the increased duties of the head athletic trainer and an assistant women's golf coach. Funds were also allocated to allow for maintenance of the soccer practice and game field, increased scholarship offerings, and recruitment of new athletes.

**Priority 4. Investment of Resources in FY 2016 Initiatives**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Center for Economic Development and Entrepreneurship	38,736	0	38,736
Athletics	34,879	0	34,879
Totals	\$73,615	0	\$73,615

**University of Houston-Victoria**  
**Appendix A - Allocation of New FY 2016 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ 361,209
2	State Benefits Appropriation	51,029
3	Subtotal Appropriations	<u>412,238</u>
<b>Tuition and Fees</b>		
4	Statutory Tuition	(436,677)
5	Designated Tuition	(596,287)
6	Academic Fees	(596,276)
7	Student Service Fee	(99,103)
8	Student Auxiliary Fee	(43,391)
9	Subtotal Tuition and Fees	<u>(1,771,734)</u>
<b>Other</b>		
10	Fund Balance	<u>1,371,795</u>
11	<b>Total Net Revenue</b>	<b><u>\$ 12,299</u></b>

<u>Reallocations/Reductions</u>		B
1	University-wide Reallocations	\$ (1,930,000)
2	<b>Subtotal-Reallocations/Reductions</b>	<b><u>\$ (1,930,000)</u></b>

<u>Priority/Initiative Allocations</u>		C
<b>Priority 1. Student Access and Success</b>		
3	Reserve Funding for Academic Initiatives	\$ 250,000
4	Cover Short-Term Shortfall in Tuition and Fees	1,007,937
5	Faculty in Critical Areas	329,000
6	Destination University-Downward Expansion	131,533
7	Student Recruitment, Retention and Graduation	659,953
8	Academic Programs	91,144
9	Multiple Delivery Systems	82,487
10	<b>Subtotal - Student Access and Success</b>	<u>2,552,054</u>
<b>Priority 2. National Competitiveness</b>		
11	SACS Reaffirmation & National Accreditation of Key Acad Prog	14,700
12	Equitable and Competitive Salaries for Faculty	312,284
13	<b>Subtotal - National Competitiveness</b>	<u>326,984</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>		
14	Technology	29,400
15	Operational Support	522,494
16	Equitable and Competitive Salaries for Staff	286,490
17	Administrative Priorities	(1,848,738)
18	<b>Subtotal - University Infrastructure &amp; Administration</b>	<u>(1,010,354)</u>
<b>Priority 4. Community Advancement</b>		
19	Center for Economic Development & Entrepreneurship	38,736
20	Athletics	34,879
21	<b>Subtotal - Community Advancement</b>	<u>73,615</u>
22	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ 1,942,299</u></b>

23	<b>Total Net Reductions and New Allocations</b>	<b><u>\$ 12,299</u></b>
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**University of Houston-Victoria**  
**Appendix B - Allocation of FY 2016 HEAF**

<b><u>FY16 Allocation</u></b>		
HEAF Annual Allocation	\$	2,393,921
<b>Total Available</b>	<b>\$</b>	<b><u>2,393,921</u></b>

<b><u>Priority/Initiative</u></b>	<b><u>Allocation</u></b>
<b>Priority 1. Student Access and Success</b>	
Student Recruitment, Retention, and Graduation	\$ 20,000
Academic Programs	126,666
UH System Service Charge: UH Sugar Land, UHS Cinco Ranch, HCC Northwest	<u>826,400</u>
Subtotal	<u>\$ 973,066</u>
<b>Priority 2. National Competitiveness</b>	
SACS Reaffirmation and National Accreditation of Key Academic Programs	\$ 29,556
Subtotal	<u>\$ 29,556</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
Technology	\$ 391,100
Operational Support	148,500
Administrative Priorities	451,750
Facilities	<u>399,949</u>
Subtotal	<u>\$ 1,391,299</u>
<b>Total New Investments</b>	<b><u>\$ 2,393,921</u></b>

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

	<u>FY2015</u>	<u>FY2016</u>
Funds from Endowed Scholarships	\$ 244,290	\$ 263,037
State Scholarships		
Texas Grant Program Scholarship	1,300,000	1,328,333
Accounting Scholarship	-	13,810
Teacher Quality Grants		
Texas Public Education Grant (TPEG)	795,188	731,855
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	812,828	837,004
Graduate Scholarships	528,148	489,971
Institutional Scholarships	80,000	80,000
MBA Scholarships	40,000	40,000
Staff Scholarships	80,000	80,000
Athletic Scholarships	252,360	252,360
Jaguar Pledge Scholarships	450,000	450,000
Presidential Scholarships	21,000	66,000
Spirit of the Jaguar Scholarships	-	5,000
KEY Scholarship		4,000
Employee Tuition Exchange Program with Victoria College	15,000	22,500
UHV Transfer Scholarship		25,000
Education Cohort Scholarships	50,000	30,000
Texas College Work Study	35,456	35,456
Federal College Work Study	121,065	156,422
Federal Pell Grants	4,770,000	5,458,087
Federal Supplemental Education Opportunity Grants (SEOG)	54,540	82,224
Top 10% Scholarship	18,000	18,000
Teach Grant	26,000	13,380
<b>Total</b>	<b><u>\$ 9,693,875</u></b>	<b><u>\$ 10,482,439</u></b>

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

<b>Operating &amp; Restricted Budget</b>	<b>A</b>	<b>B</b>		<b>C</b>	<b>D</b>		<b>E</b>		<b>F</b>	<b>G</b>
	<b>Historical</b>	-----Change-----			<b>Current</b>		-----Change-----			<b>New</b>
	<b>FY2014 Budget</b>	<b>Dollars</b>	<b>Percent</b>		<b>FY2015 Budget</b>	<b>Dollars</b>	<b>Percent</b>		<b>FY2016 Budget</b>	
<b>Source of Funds</b>										
1 State Appropriations	\$ 18.5	\$ 0.1	0.8%		\$ 18.6	\$ 0.7	3.6%		\$ 19.3	
2 HEAF	1.8	(0.4)	-22.3%		1.4	0.8	54%		2.1	
3 Tuition & Fees	25.6	1.7	6.6%		27.3	(1.7)	-6.3%		25.5	
4 Other Operating	5.8	1.7	28.8%		7.5	(1.4)	-18.1%		6.1	
5 Contracts & Grants	6.7	0.0	0.1%		6.7	1.2	17.9%		7.9	
6 Endowment Income/Gifts	0.7	0.0	4.5%		0.8	(0.4)	-50.3%		0.4	
<b>7 Total Sources</b>	<b>\$ 59.1</b>	<b>\$ 3.1</b>	<b>5.3%</b>		<b>\$ 62.2</b>	<b>\$ (0.9)</b>	<b>-1.4%</b>		<b>\$ 61.4</b>	
<b>Use of Funds by Object</b>										
8 Salaries and Wages - Faculty	\$ 12.8	\$ 0.7	5.2%		\$ 13.5	\$ (1.3)	-9.4%		\$ 12.2	
9 Salaries and Wages - Staff	11.9	0.9	7.2%		12.7	1.2	9.1%		13.9	
10 Benefits	6.3	1.2	18.9%		7.4	(0.1)	-1.7%		7.3	
11 M&O	15.0	(0.9)	-5.8%		14.1	(1.5)	-10.9%		12.6	
12 Capital Equipment	1.8	0.6	31.1%		2.4	-	0.0%		2.4	
13 Scholarships	9.2	0.4	4.4%		9.6	0.8	8.0%		10.4	
14 Debt Service	1.6	0.0	0.8%		1.6	(0.0)	-1.3%		1.6	
15 Utilities	0.5	0.3	62.1%		0.8	0.2	21.0%		1.0	
<b>17 Total Uses</b>	<b>\$ 59.1</b>	<b>\$ 3.1</b>	<b>5.3%</b>		<b>\$ 62.2</b>	<b>\$ (0.9)</b>	<b>-1.4%</b>		<b>\$ 61.4</b>	

**Capital Facilities Budget**

<b>Source of Funds</b>									
18 HEAF	\$ 0.6	\$ 0.4	66.7%		\$ 1.0	\$ (0.8)	-75.0%		\$ 0.3
19 Bonds	8.5	(5.0)	-59.1%		3.5	15.3	439.3%		18.8
21 Other	0.8	3.8	509.3%		4.6	(4.6)	-100.0%		-
<b>22 Total Sources</b>	<b>\$ 9.9</b>	<b>\$ (0.8)</b>	<b>-8.2%</b>		<b>\$ 9.0</b>	<b>\$ 10.0</b>	<b>110.0%</b>		<b>\$ 19.0</b>
<b>Use of Funds by Object</b>									
23 Construction	\$ 9.9	\$ (1.6)	-15.8%		\$ 8.3	\$ 5.0	59.7%		\$ 13.3
24 Major Rehabilitation	-	0.8			0.8	1.0	133.3%		1.8
25 Acquisitions	-	-			-	4.0			4.0
<b>26 Total Uses</b>	<b>\$ 9.9</b>	<b>\$ (0.8)</b>	<b>-8.2%</b>		<b>\$ 9.0</b>	<b>\$ 10.0</b>	<b>110.0%</b>		<b>\$ 19.0</b>

**Total Operating, Restricted and Capital Budget**

27	\$ 68.9	\$ 2.3	3.4%		\$ 71.3	\$ 9.1	12.8%		\$ 80.4
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**University of Houston-Victoria**  
**Table 2 - Operations**

Source of Funds	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 14,226,120	\$ 361,209	2.5%	\$ 14,587,329
Special Items	776,133			776,133
Less: Rider Reduction Estimates	(249,024)	249,024	-100.0%	
State Benefits Appropriation	3,858,023	51,029	1.3%	3,909,052
Subtotal State General Revenue Appropriations	18,611,252	661,262	3.6%	19,272,514
Tuition and Fees				
Statutory & Graduate Premium	7,322,555	(436,676)	-6.0%	6,885,879
Lab/other Student Fees	6,000			6,000
Subtotal Tuition and Fees	7,328,555	(436,676)	-6.0%	6,891,879
HEAF	2,393,921			2,393,921
Income on State Treasury Deposits	20,742			20,742
Fund Balance	782,578	(532,578)	-68.1%	250,000
Subtotal General Funds	29,137,048	(307,992)	-1.1%	28,829,056
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - General	12,939,993	(596,288)	-4.6%	12,343,705
Technology Fee	2,781,957	(215,271)	-7.7%	2,566,686
Major/Department/Class Fees	1,907,311	(381,005)	-20.0%	1,526,306
Subtotal Tuition and Fees	17,629,261	(1,192,564)	-6.8%	16,436,697
Indirect Cost	23,167	(3,333)	-14.4%	19,834
Investment Income on Non-Endowed Funds	86,864	6,631	7.6%	93,495
Contracts / Grants / Gifts	54,700			54,700
Self Supporting Organizations/Others	950,241	(111,957)	-11.8%	838,284
Fund Balance	1,018,402	11,783	1.2%	1,030,185
Subtotal Designated Funds	19,762,635	(1,289,440)	-6.5%	18,473,195
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	2,222,375	(99,103)	-4.5%	2,123,272
Other Student Fees	80,000			80,000
Subtotal Student Fees	2,302,375	(99,103)	-4.3%	2,203,272
Sales & Service - Student Housing/Meal Plans	4,236,361	(41,718)	-1.0%	4,194,643
Sales & Service - Athletics/Hotel/UC/Other	9,900	1,600	16.2%	11,500
Fund Balance	174,883	(3,273)	-1.9%	171,610
Subtotal Auxiliary Funds	6,723,519	(142,494)	-2.1%	6,581,025
<b>Total Current Operating Funds</b>	55,623,202	(1,739,926)	-3.1%	53,883,276
<b>Interfund Transfer</b>	(883,542)	70,369	-8.0%	(813,173)
<b>Total Sources</b>	\$ 54,739,660	\$ (1,669,557)	-3.0%	\$ 53,070,103
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 25,863,448	\$ 5,074	0.0%	\$ 25,868,522
Benefits	7,385,191	(181,585)	-2.5%	7,203,606
M&O	13,583,347	(1,609,140)	-11.8%	11,974,207
Capital	2,393,921			2,393,921
Scholarships	3,089,553	(32,762)	-1.1%	3,056,791
Debt Service	1,613,912	(21,416)	-1.3%	1,592,496
Utilities	810,288	170,272	21.0%	980,560
<b>Total Uses</b>	\$ 54,739,660	\$ (1,669,557)	-3.0%	\$ 53,070,103

**University of Houston-Victoria**  
**Table 3 - Restricted**

<b>Source of Funds</b>	<b>FY2015</b>	<b>-----Change-----</b>		<b>FY2016</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 413,709	\$ 420,730	101.7%	\$ 834,439
Financial Aid	6,289,605	780,651	12.4%	7,070,256
Endowment Income	244,290	19,349	7.9%	263,639
Other Restricted	532,548	(410,329)	-77.1%	122,219
<b>Total Current Operating Funds</b>	7,480,152	810,401	10.8%	8,290,553
<b>Total Sources</b>	\$ 7,480,152	\$ 810,401	10.8%	\$ 8,290,553
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 343,834	\$ (115,959)	-33.7%	\$ 227,875
<b>Benefits</b>	49,233	54,551	110.8%	103,784
<b>M&amp;O</b>	553,190	71,809	13.0%	624,999
<b>Scholarships</b>	6,533,895	800,000	12.2%	7,333,895
<b>Total Uses</b>	\$ 7,480,152	\$ 810,401	10.8%	\$ 8,290,553

**University of Houston-Victoria**

**Table 4 - Capital Projects**

	Project to Date (1)	FY2015 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
					HEAF	Revenue Bonds	Gifts	Other	
<b>New Construction</b>									
	Academic/Economic Development Building	\$ -	\$ 250,000	\$ 3,750,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -
	Sophomore Housing		4,000,000	23,500,000	27,500,000		27,500,000		
	Student Center		3,000,000	12,000,000	15,000,000		15,000,000		
	Learning Commons (Library)		3,000,000	13,000,000	16,000,000		16,000,000		
	Science, Technology Building		1,000,000	29,000,000	30,000,000	7,000,000	23,000,000		
	Pedestrian walkways on Ben Wilson Street		2,000,000	4,000,000	6,000,000		6,000,000		
	<b>Subtotal New Construction</b>	\$ -	\$ 13,250,000	\$ 85,250,000	\$ 98,500,000	\$ 11,000,000	\$ 87,500,000	\$ -	\$ -
<b>Major Repair and Rehabilitation</b>									
	Demolition of Two Apartment Complexes		1,750,000		1,750,000		1,750,000		
	<b>Subtotal Major Repairs &amp; Rehabilitation</b>	\$ -	\$ 1,750,000	\$ -	\$ 1,750,000	\$ -	\$ 1,750,000	\$ -	\$ -
<b>Land Acquisition</b>									
	Campus Expansion		4,000,000	2,000,000	6,000,000		6,000,000		
	<b>Subtotal Land Acquisition</b>	\$ -	\$ 4,000,000	\$ 2,000,000	\$ 6,000,000	\$ -	\$ 6,000,000	\$ -	\$ -
<b>Total</b>		\$ -	\$ 19,000,000	\$ 87,250,000	\$ 106,250,000	\$ 11,000,000	\$ 95,250,000	\$ -	\$ -

(1) Project expenditures to date estimated through August 31, 2015

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

<b>Employee Classification</b>	<b>FY2015 Budget</b>	<b>-----Change-----</b>		<b>FY2016 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Faculty	147	(9)	-6.1%	138
Part-time Faculty	47	(8)	-17.0%	39
Professional Staff	194	5	2.6%	199
Classified Staff	125	1	0.8%	126
Temporary Staff	30			30
<b>Total</b>	<b>543</b>	<b>(11)</b>	<b>-2.0%</b>	<b>532</b>

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

	<b>FY2012 Actuals</b>	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Budget</b>	<b>FY2016 Budget</b>	<b>FY16 vs FY15 Change</b>
Semester Credit Hours						
Lower Division	12,947	15,802	19,853	20,510	21,162	652
Upper Division	47,430	46,288	47,863	50,594	45,124	(5,470)
Masters	26,230	24,058	22,668	24,466	21,889	(2,577)
Total	86,607	86,148	90,384	95,570	88,175	(7,395)
Semester Credit Hours-On/Off Campus						
On Campus	13,689	16,919	20,776	26,760	27,334	574
Off Campus	72,918	69,229	69,608	68,810	60,841	(7,969)
Total	86,607	86,148	90,384	95,570	88,175	(7,395)
Fall Headcount	4,330	4,335	4,491	4,407	4,225	(182)
Fall FTE	3,332	3,343	3,528	3,545	3,380	(165)

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

Sources	FY2015	-----Change-----		FY2016
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,302,375	\$ (169,103)	-7.3%	\$ 2,133,272
Budgeted Fund Balance	174,883	(3,273)	-1.9%	171,610
<b>Total Sources</b>	<b>\$ 2,477,258</b>	<b>\$ (172,376)</b>	<b>-7.0%</b>	<b>\$ 2,304,882</b>
<b>Allocations</b>				
Financial Aid	\$ 487,649	\$ 70,304	14.4%	\$ 557,953
Student Relations	25,975	(684)	-2.6%	25,291
Student Senate	17,900	100	0.6%	18,000
Registrar	233,388	8,805	3.8%	242,193
Publications	9,000			9,000
Student Organization	10,913			10,913
SS Fees Contingency	80,000	(5,471)	-6.8%	74,529
SS Coach Salaries	178,308	(178,308)	-100.0%	
Student Life & Services	336,185	27,657	8.2%	363,842
Student Affairs	71,571	(71,571)	-100.0%	
Health Services		54,000		54,000
Student Recruitment		9,500		9,500
Admissions		1,540		1,540
YMCA Student Memberships	10,000	7,600	76.0%	17,600
Counseling Center Salaries	105,068	124,191	118.2%	229,259
Special Events	4,000	(1,000)	-25.0%	3,000
Student Service Support	35,025	2,132	6.1%	37,157
Credit Card Support	70,000	(70,000)	-100.0%	
Parking	1,000	(1,000)	-100.0%	
Telecommunications Service	16,775	(2,112)	-12.6%	14,663
Transcripts	7,000			7,000
Commencement	52,000			52,000
Graduation & Diploma	10,000			10,000
VIP/Registration Support	209,672	(201,122)	-95.9%	8,550
Career Services	116,842	9,005	7.7%	125,847
ADA Compliance	1,000	14,200	1420.0%	15,200
International Student Relations	10,000			10,000
Jaguar Journey	6,500			6,500
Student Transportation	188,249	23,260	12.4%	211,509
Community and Alumni Relations	21,750			21,750
Athletics	143,041	2,913	2.0%	145,954
Auxiliary Student Technology	11,200			11,200
Auxiliary Accounting	7,247	3,685	50.8%	10,932
<b>Total Allocations</b>	<b>\$ 2,477,258</b>	<b>\$ (172,376)</b>	<b>-7.0%</b>	<b>\$ 2,304,882</b>

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

	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>				
President's Office	\$ 2,094,514	\$ 193,576	9.2%	\$ 2,288,090
Marketing	532,258	56,156	10.6%	588,414
Human Resources	867,237	17,724	2.0%	884,961
Subtotal President	3,494,009	267,456	7.7%	3,761,465
<b>University Advancement</b>	387,627	96,252	24.8%	483,879
Subtotal University Advancement	387,627	96,252	24.8%	483,879
<b>Academic Affairs</b>				
Office of the Provost	1,318,971	175,077	13.3%	1,494,048
Arts and Sciences	4,947,827	642,866	13.0%	5,590,693
Business Administration	6,822,706	691,450	10.1%	7,514,156
Small Business Development Center	241,555			241,555
Education	3,404,626	446,745	13.1%	3,851,371
Nursing	2,180,423	(2,180,423)	-100.0%	
Library	1,254,941	48,318	3.9%	1,303,259
Academic and Student Tech Services	1,304,764	139,142	10.7%	1,443,906
Subtotal Academic Affairs	21,475,813	(36,825)	-0.2%	21,438,988
<b>* Student Affairs &amp; Enrollment Management</b>				
Financial Aid	506,971	555,078	109.5%	555,078
Student Successor Test & Tutor	359,703	251,357	69.9%	251,357
Student Government Association	28,813	28,913	100.3%	28,913
Student Life and Services	426,602	468,731	109.9%	468,731
Admissions	363,271	283,489	78.0%	283,489
LEAD/Student Recruitment	322,732	979,414	303.5%	979,414
Registrar	287,495	290,090	100.9%	290,090
Student Affairs	214,257	225,257	105.1%	225,257
Career Services	122,062	126,347	103.5%	126,347
Counseling Center	220,537	300,837	136.4%	300,837
Student Success Coach		169,278		169,278
Subtotal Student Affairs & Enroll Management	2,852,443	826,348	29.0%	3,678,791
<b>Scholarships</b>	3,089,553	(32,762)	-1.1%	3,056,791
<b>Administration and Finance</b>				
Office of the VP Administration and Finance	1,786,176	211,442	11.8%	1,997,618
Budget	120,739	64,933	53.8%	185,672
Business Services	1,090,200	190,966	17.5%	1,281,166
Finance	470,539	285,848	60.7%	756,387
Admin Technology Services	1,262,525	(285,442)	-22.6%	977,083
Plant Operations	1,370,596	567,794	41.4%	1,938,390
Capital Projects and Construction		101,442		101,442
Subtotal Administration and Finance	6,100,775	1,136,983	18.6%	7,237,758
<b>Other</b>				
Staff Benefits	7,385,191	(1,953,007)	-26.4%	5,432,184
Contingency	1,299,574	(889,785)	-68.5%	409,789
Debt Service	1,595,413	(2,917)	-0.2%	1,592,496
System Service Charge	3,750,389	(1,510,470)	-40.3%	2,239,919
Utilities	810,288	170,272	21.0%	980,560
Student Housing Services/Meal Plan	2,339,293	418,190	17.9%	2,757,483
Enrollment Contingency	159,292	(159,292)	-100.0%	
Subtotal Other	17,339,440	(3,927,009)	-22.6%	13,412,431
<b>Total Uses</b>	\$ 54,739,660	\$ (1,669,557)	-3.0%	\$ 53,070,103

\*Division Reported under Academic Affairs in FY15

## University of Houston-Victoria

### Note to Table 3: Restricted Expenditures By Organization

	FY2015 Budget	-----Change-----		FY2016 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 62,521	\$ (1,058)	-1.7%	\$ 61,463
<b>Academic Affairs</b>				
Office of the Provost	855	(568)	-66.4%	287
Research Development	31,931	1,236	3.9%	33,167
School of Business	10,204	441	4.3%	10,645
School of Arts & Sciences	15,705	952	6.1%	16,657
School of Education		445,367		445,367
School of Nursing	440,332	(440,332)	-100.0%	
Small Business Development Center	283,439	18,705	6.6%	302,144
Subtotal Academic Affairs	782,466	25,801	3.3%	808,267
<b>Student Affairs &amp; Enroll Management</b>	244,290	(157,362)	-64.4%	86,928
<b>Scholarships</b>	6,390,875	943,020	14.8%	7,333,895
<b>Total Uses</b>	\$ 7,480,152	\$ 810,401	10.8%	\$ 8,290,553

### 3.12 Workload and Compensation

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

#### 3.12.1 Teaching Workload Expectation

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

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

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

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

##### 3.12.1.1 Minimum Course Enrollments

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

##### 3.12.1.2 Course Load Modification

As specified in initial letters of appointment, the standard teaching load at UHV is 12 credits per semester. School deans may make modifications to the semester credit load, which may include research, administrative tasks or serving as Faculty Senate president. If the semester credit load has been modified for the express purpose of allowing a faculty member more time for research, summer teaching shall be comparably reduced, and the faculty member shall not teach a course elsewhere for extra pay.

##### 3.12.1.3 Overload Teaching

Overloads shall be approved in advance and are paid at adjunct rates. An overload shall not exceed one three-credit course, or the equivalent, per semester or summer and is considered to be an infrequent and temporary recourse. Faculty members receiving course load reductions are not eligible for overloads. As an exception to this policy, faculty members who agree to teach an overload in response to an unanticipated institutional need will be compensated in accordance with the applicable adjunct rate, regardless of whether the standard teaching load has been reduced.

#### **3.12.1.4 Summer Scheduling and Compensation**

Expectations for summer school scheduling and compensation are subject to change in accordance with university, UH System, or state mandates; the availability of funds; and curricular needs. Faculty members are not obligated to accept summer teaching assignments, and the university is not obligated to make them available.

If available, summer teaching rates for full-time faculty members are currently set at one-twelfth of the member's nine-month base salary for each three-credit summer course that meets minimum enrollment standards. Based on availability of funds, two courses are considered a normal summer teaching load. The third course will be paid at adjunct rates. Faculty members on modified contracts are paid in accordance with their contracts.

Most faculty members can anticipate at least limited summer teaching opportunities, depending on enrollment demand in their field, but summer teaching assignments are not guaranteed and are subject to cancellation.

Faculty employed during the summer are not eligible for summer release time, and they are expected to maintain service and research obligations during the summer.

#### **3.12.1.5 Faculty Availability**

All full-time faculty shall be available for university activities during the academic year. Services shall include, but are not limited to, committee meetings, faculty meetings, student advising meetings, commencement attendance at least once per year, and meetings with UHV administrators. Faculty are expected to be available one week prior to the start of each semester.

#### **3.12.1.6 Academic Advising**

Each school shall establish a procedure for advising both new and continuing students at regular intervals and at designated times during the academic year. Although all faculty members may not always be directly involved in the advising of students, it is the responsibility of all faculty members to know the rules and regulations applying to the admission, enrollment, and degree requirements. The appropriate school administers and coordinates all advising assignments and activities.

#### **3.12.1.7 Office Hours**

Faculty members shall maintain regular face-to-face or virtual office hours when students, staff, or colleagues may contact them. Although office hours may vary depending upon the nature of the individual's assignment and upon the number of student advisees, the following expectations apply to all full-time, part-time, and adjunct faculty:

- 1. Faculty shall schedule and maintain a minimum of one office hour per week, per course, at times convenient to students and be available by appointment.**
- 2. Faculty shall post office hours on or near the faculty office door and in syllabi. Faculty are required to notify the school dean's or department chair's office of office hours.**
- 3. When office hours cannot be kept as scheduled or must be changed, school administrative assistants shall be informed, and notices shall be posted in the on-line class, on the classroom door, or near the faculty office door.**

**4. Faculty will indicate in the course syllabus the expected time frame for responding to online student inquiries. When unusual circumstances will prevent regular access, faculty will post this information in the online course(s) affected.**