

**Fiscal Year 2020
Plan and Budget**

**Presented to the
Board of Regents
University of Houston System
August 22, 2019**

Chancellor Renu Khator

**University of Houston System
FY2020 Plan and Budget**

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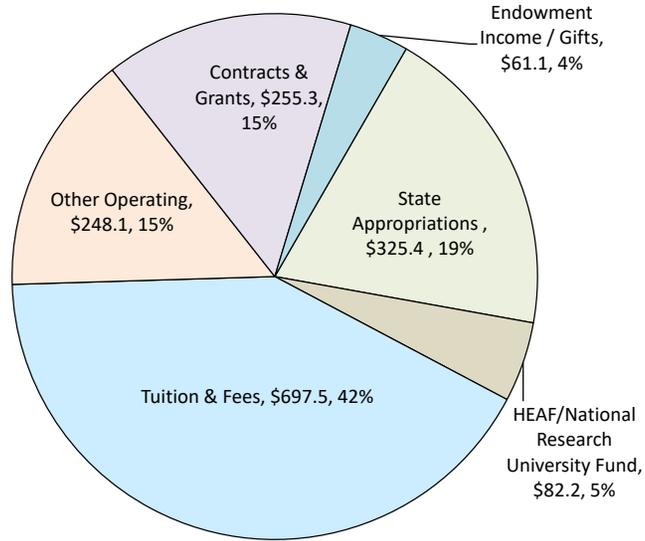
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University of Houston System Budget

FY2019

08/06/19

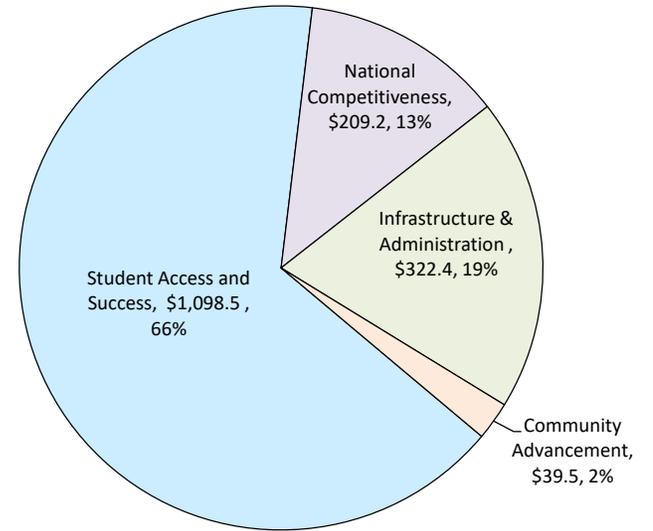
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,669.6 Million

Operating Budget Use of Funds



Total \$1,669.6 Million

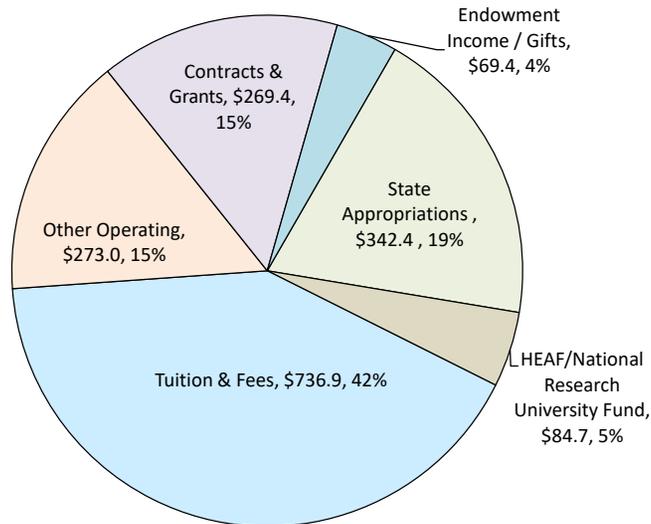
Total Budget

	\$ Millions
Operating Budget	\$ 1,669.6
Capital Facilities	364.9
Total	\$ 2,034.5

FY2020

1-1

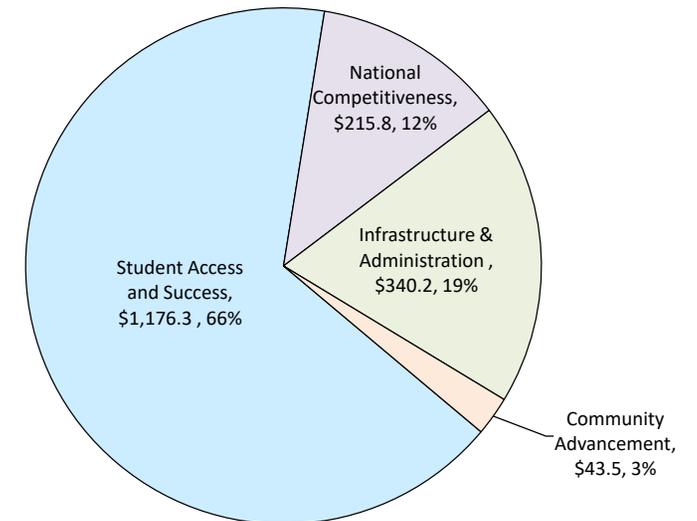
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,775.8 Million

Operating Budget Use of Funds



Total \$1,775.8 Million

Total Budget

	\$ Millions
Operating Budget	\$ 1,775.8
Capital Facilities	266.8
Total	\$ 2,042.6

UHS Executive summary 20

University of Houston System Capital Construction Budget
FY2020 Project Expenditures by Campus

08/06/19

UH Capital Projects FY2020	
Description	FY2020
Health & Bio Science 2	2,000,000
Quad Housing Replacement	29,640,675
Garage #5	20,000,000
Ace Institute	2,000,000
Garage #6	51,000,000
College of Medicine	22,000,000
Cougar Sub Station Project	265,131
HVAC SERC	4,500,000
Science Building Renovation	12,590,069
Melcher Pool	14,142,839
Life Sciences Renovations - TMC Building	800,000
Core Renovations - Science and Research 1	13,796,725
Core Renovations - Roy G. Cullen	16,650,265
Capital Renewal Deferred Maintenance	12,000,000
Total	201,385,704

UH-Downtown Capital Projects FY2020	
Description	FY2020
Wellness and Success Center	1,200,000
Capital Renewal/Capital Improvement Renovations/Adaptations	1,746,652
Girard Street Garage Capital Renewal	51,000
PeopleSoft Student	254,092
Total	4,271,744

1.2

UH-Victoria Capital Projects FY2020	
Description	FY2020
University Commons (Student Center/Library)	4,977,905
Sophomore Housing	15,300,000
Science, Technology Building (STEM)	18,472,095
Health and Wellness Center	3,000,000
Pedestrian walkways on Ben Wilson Street	6,800,000
Town Plaza Mall (UHV Extension)	9,123,782
Renovations (North, West and Center Buildings)	300,000
Total	57,973,782

UH-Clear Lake Capital Projects FY2020	
Description	FY2020
Dining Facilities	1,255,000
Capital Renewal Deferred Maintenance	1,516,871
Parking Lot/Roadway Maintenance	400,000
	3,171,871

Total University of Houston System	266,803,101
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System Capital Projects Allocation	
Campus	% of Total
University of Houston	75.5%
UH-Clear Lake	1.2%
UH-Downtown	1.6%
UH-Victoria	21.7%
Total	100.0%

UHS Executive summary 20

University of Houston System Operating Budget
Revenues FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 State Appropriations	\$ 301.7	\$ 305.8	\$ 324.0	\$ 325.4	\$ 342.4
2 HEAF/National Research University Fund	60.2	86.4	84.5	82.2	84.7
3 Tuition & Fees	642.0	664.5	684.5	697.5	736.9
4 Other Operating	182.0	191.7	226.1	248.1	273.0
5 Contracts & Grants	286.1	261.3	268.5	255.3	269.4
6 Endowment Income / Gifts	89.3	92.8	99.1	61.1	69.4
7 Total	<u>\$ 1,561.3</u>	<u>\$ 1,602.5</u>	<u>\$ 1,686.7</u>	<u>\$ 1,669.6</u>	<u>\$ 1,775.8</u>

* Includes Federal financial aid

University of Houston System Operating Budget
Expenditures FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 Student Access and Success	\$ 1,019.2	\$ 1,043.2	\$ 1,084.9	\$ 1,098.5	\$ 1,176.3
2 National Competitiveness	173.9	193.1	192.9	209.2	215.8
3 Infrastructure & Administration	218.4	295.0	294.8	322.4	340.2
4 Community Advancement	50.4	44.1	46.8	39.5	43.5
5 Total	<u>\$ 1,461.9</u>	<u>\$ 1,575.4</u>	<u>\$ 1,619.4</u>	<u>\$ 1,669.6</u>	<u>\$ 1,775.8</u>

**University of Houston System
FY2020 Operating Budget Expenditures by Function**

08/06/19

1.5

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	FY2020 Total	FY2019 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,196,454	\$ 300	\$ 369,000	\$ -	\$ -	\$ 1,202,200	\$ 2,769,469	2,953,456
2 Tenure Track Faculty	202,297,162	5,480,960	10,605,532	218,383,654	172,636		5,800		20,000	41,722	218,646,663	205,865,585
3 Non-Tenure Track Faculty	47,691,232	9,542,040	2,870,535	60,103,807	387,169		-				60,490,976	52,798,943
4 Adjunct Faculty	16,311,611	1,374,174	1,590,674	19,276,459	55,000	25,000	-				19,361,459	20,700,476
5 Graduate Assistant	7,822,155	9,126,287	13,041,818	29,990,260	87,400	990,467	172,034		76,500	882,427	32,199,088	31,829,841
6 Exempt Staff	11,790,205	37,943,741	85,837,454	135,571,400	9,914,944	25,258,771	65,558,355	6,619,174	-	37,063,032	279,985,676	264,616,477
7 Non-Exempt Staff	4,083,527	4,943,399	25,502,790	34,529,716	3,862,199	8,812,165	18,398,736	14,110,481		8,545,268	88,258,565	85,025,663
8 Student Employees	744,034	935,774	5,999,896	7,679,704	283,456	1,373,324	563,290	120,588	684,697	5,277,687	15,982,746	13,518,366
9 Summer Instruction Salaries	6,514,920	2,259	321,000	6,838,179							6,853,179	7,795,075
10 Benefits	61,778,722	14,980,374	33,164,248	109,923,344	7,647,548	9,778,601	29,803,811	8,420,828	18,277	12,499,554	178,091,963	171,403,224
11 Subtotal	359,033,568	84,329,008	178,933,947	622,296,523	22,425,352	46,261,179	114,502,026	29,271,071	804,474	64,309,690	899,870,315	853,553,650
12 Capital	584,103	15,887,802	12,333,892	28,805,797	25,000	237,987	31,865,440	573,272		1,340,517	62,848,013	65,392,594
13 M&O	4,257,231	98,562,831	40,665,099	143,485,161	18,666,651	15,344,757	57,730,908	22,517,588	626,171	69,777,132	328,148,368	302,129,283
14 Travel & Business Expense	2,623,687	7,674,298	11,218,056	21,516,041	783,462	1,776,692	2,546,189	80,489	192,421	7,517,967	34,413,261	30,470,797
15 Debt Service		7,952,821	1,357,500	9,310,321	-		54,546,034	4,866,357		59,242,314	127,965,026	120,979,162
16 Utilities			250,000	250,000	331,296	6,000	42,000	21,041,957		10,435,709	32,106,962	32,401,170
17 Scholarship & Fellowship	690,826	1,376,404	16,766,990	18,834,220	57,500	488,089	206,926		266,808,672	1,251,469	287,646,876	261,770,942
18 Subtotal	8,155,847	131,454,156	82,591,537	222,201,540	19,863,909	17,853,525	146,937,497	49,079,663	267,627,264	149,565,108	873,128,506	813,143,948
19 Total Expenditure Budget	\$ 367,189,415	\$ 215,783,164	\$ 261,526,999	\$ 844,499,578	\$ 43,485,715	\$ 64,115,004	\$ 261,808,523	\$ 78,350,734	\$ 268,431,738	\$ 215,076,998	\$ 1,775,768,290	\$ 1,669,651,054

Expenditures by Campus	A	B	C	D	E	F	G	H	I	J	K	L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2020 Total	FY2019 Total
20 System Admin	-	557,113	1,395,676	1,952,789	-	414,264	50,861,544	499,404	14,980	-	53,742,981	59,060,012
21 University of Houston	254,727,564	207,775,005	196,479,854	658,982,423	39,842,674	39,942,991	156,381,124	51,852,723	179,085,050	187,997,608	1,314,084,593	1,227,623,054
22 UH-Clear Lake	42,798,196	3,228,231	20,744,595	66,771,022	101,200	7,340,674	20,966,852	9,808,484	25,560,981	10,636,534	141,185,747	133,011,738
23 UH-Downtown	47,888,643	2,923,109	33,524,528	84,336,280	2,962,058	8,117,523	26,897,439	12,104,208	50,510,056	10,836,957	195,764,521	183,135,081
24 UH-Victoria	21,775,012	1,299,706	9,382,346	32,457,064	579,783	8,299,552	6,701,564	4,085,915	13,260,671	5,605,899	70,990,448	66,821,169
25 Total	\$ 367,189,415	\$ 215,783,164	\$ 261,526,999	\$ 844,499,578	\$ 43,485,715	\$ 64,115,004	\$ 261,808,523	\$ 78,350,734	\$ 268,431,738	\$ 215,076,998	\$ 1,775,768,290	\$ 1,669,651,054

UHS Executive summary 20

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 2020 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
<u>General Revenue</u>		
1	Formula Funding	\$ 10,966,003
2	Special Items	10,606,631
3	State Matching Benefits	697,102
4	Tuition Revenue Bonds	(5,259,153)
5	National Research University Fund	2,550,860
6	Subtotal General Revenue	<u>19,561,443</u>
Tuition and Fees		
7	Consolidated Tuition and Fees	35,255,402
8	Enrollment Increase	166,727
9	Recreation and Wellness Center	71,875
10	Consolidated Student Fees	394,464
11	Student Center Fees	151,928
12	Residential Life and Housing	1,081,053
13	Parking Fees	1,342,942
14	Subtotal Tuition and Fees	<u>38,464,391</u>
Other		
15	Non-endow Inv Inc, Lab Fees	1,572,411
16	Indirect Cost	(102,425)
17	UHV College Service Agreement	203,216
18	Auxiliary	1,558,609
19	Fund Balance	(4,604,836)
20	Subtotal Other	<u>(1,373,025)</u>
21	Total Net Revenue	<u>\$ 56,652,809</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations/Reductions	\$ (4,504,798)
2	Subtotal - Reallocations/Reductions	<u>\$ (4,504,798)</u>

<u>Priority/Initiative Allocations</u>		C
3	Priority 1. Student Success	36,639,341
4	Priority 2. National Competitiveness	16,837,366
5	Priority 3. University Infrastructure & Administration	5,810,691
6	Priority 4. Community Advancement	1,870,209
7	Total Priority/Initiative Allocations	<u>\$ 61,157,607</u>

8	Total Net Reductions and New Allocations	<u>\$ 56,652,809</u>
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University of Houston System Combined

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2018 Budget	Dollars	Percent		FY2019 Budget	Dollars	Percent		FY2020 Budget
Operating & Restricted Budget									
Source of Funds									
1 State Appropriations	\$ 326.5	\$ (1.0)	-0.3%		\$ 325.6	\$ 17.0	5.2%		\$ 342.5
2 HEAF/NRUF	68.5	0.4	0.5%		68.8	(0.3)	-0.5%		68.5
3 Tuition & Fees	679.2	18.4	2.7%		697.6	39.3	5.6%		736.9
4 Other Operating	239.1	22.3	9.3%		261.4	27.9	10.7%		289.3
5 Contracts & Grants	247.2	7.9	3.2%		255.2	14.0	5.5%		269.2
6 Endowment Income/Gifts	63.5	(2.3)	-3.7%		61.1	8.2	13.5%		69.4
7 Total Sources	\$ 1,624.0	\$ 45.7	2.8%		\$ 1,669.6	\$ 106.1	6.4%		\$ 1,775.8
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 277.8	\$ 10.6	3.8%		\$ 288.4	\$ 17.8	6.2%		\$ 306.2
9 Salaries and Wages - Staff	376.6	17.3	4.6%		393.9	21.3	5.4%		415.2
10 Benefits	167.5	4.0	2.4%		171.5	6.5	3.8%		178.0
11 M&O	323.8	12.2	3.8%		336.1	31.0	9.2%		367.1
12 Capital	73.8	(8.4)	-11.4%		65.4	(2.5)	-3.9%		62.8
13 Scholarships	249.8	12.8	5.1%		262.7	23.8	9.1%		286.5
14 Debt Service	120.5	(1.1)	-0.9%		119.4	8.6	7.2%		128.0
15 Utilities	34.3	(1.9)	-5.5%		32.4	(0.4)	-1.1%		32.0
17 Total Uses	\$ 1,624.0	\$ 45.7	2.8%		\$ 1,669.6	\$ 106.1	6.4%		\$ 1,775.8

Capital Facilities Budget

Source of Funds									
18 HEAF	\$ 14.0	\$ (0.7)	-5.3%		\$ 13.3	\$ 2.9	21.7%		\$ 16.2
19 Bonds	201.2	63.5	31.6%		264.7	(22.5)	-8.5%		242.2
20 Gifts	1.1	14.6	1337.6%		15.7	(14.2)	-90.7%		1.5
21 Other	156.9	(96.7)	-61.6%		60.2	(53.2)	-88.4%		7.0
22 HEAF Bond Proceeds/Insttit Funds	3.8	7.3	193.3%		11.0	(11.0)	-100.0%		-
23 Total Sources	\$ 377.0	\$ (12.0)	0.0%		\$ 364.9	\$ (98.1)	-26.9%		\$ 266.8
Use of Funds by Object									
24 Construction	\$ 312.2	\$ (11.5)	-3.7%		\$ 300.7	\$ (123.1)	-40.9%		\$ 177.7
25 Major Rehabilitation	50.7	(18.0)	-35.4%		32.8	56.4	172.0%		89.2
26 Acquisitions	14.0	17.4	124.3%		31.4	(31.4)	-100.0%		-
27 Total Uses	\$ 377.0	\$ (12.0)	0.0%		\$ 364.9	\$ (98.1)	-26.9%		\$ 266.8

Total Operating, Restricted and Capital Budget

28	\$ 2,001.0	\$ 33.6	1.7%		\$ 2,034.6	\$ 8.0	0.4%		\$ 2,042.6
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University of Houston System Combined
Table 2 - Operations

Source of Funds	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 209,447,737	\$ 10,204,257	4.9%	\$ 219,651,994
Special Items	17,284,661	10,761,064	62.3%	28,045,725
National Research University Fund	5,300,000	2,550,860	48.1%	7,850,860
Tuition Revenue Bonds	45,246,505	(5,259,153)	-11.6%	39,987,352
State Benefits Appropriation	53,462,057	1,270,530	2.4%	54,732,587
Dedicated Appropriations	115,338	(5,303)	-4.6%	110,035
Subtotal State General Revenue Appropriations	330,856,298	19,522,255	5.9%	350,378,553
Tuition and Fees				
Statutory Tuition	123,903,905	4,525,132	3.7%	128,429,037
Lab/other Student Fees	88,217	85,886	97.4%	174,103
Subtotal Tuition and Fees	123,992,122	4,611,018	3.7%	128,603,140
HEAF	76,803,908			76,803,908
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	130,000	(130,000)	-100.0%	-
Income on State Treasury Deposits	690,778	764,281	110.6%	1,455,059
Fund Balance	2,062,262	(1,417,400)	-68.7%	644,862
Subtotal General Funds	535,774,277	23,350,154	4.4%	559,124,431
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	464,005,809	29,060,979	6.3%	493,066,788
Voluntary Fees	19,930,276	378,020	1.9%	20,308,296
Library Fee	2,756,097	15,178	0.6%	2,771,275
Technology Fee	8,649,319	811,710	9.4%	9,461,029
Information Resource Fee	4,276,858	176,964	4.1%	4,453,822
Major/Department/Class Fees	14,263,063	465,054	3.3%	14,728,117
Subtotal Tuition and Fees	513,881,422	30,907,905	6.0%	544,789,327
Indirect Cost	18,478,863	422,269	2.3%	18,901,132
Investment Income on Non-Endowed Funds	3,847,644	745,114	19.4%	4,592,758
Endowment Income	9,911,860	33,974	0.3%	9,945,834
Contracts / Grants / Gifts	2,163,291	(1,075,902)	-49.7%	1,087,389
Intellectual Property Management	45,300,000	11,200,000	24.7%	56,500,000
Self Supporting Organizations/Others	38,328,258	1,387,744	3.6%	39,716,002
Fund Balance	9,133,897	(3,913,345)	-42.8%	5,220,552
Subtotal Designated Funds	641,045,235	39,707,759	6.2%	680,752,994
Auxiliary Enterprises				
Student Fees				
Student Service Fee	35,167,529	540,944	1.5%	35,708,473
Recreation and Wellness Center	10,382,522	2,119,387	20.4%	12,501,909
University Center Fee	12,367,962	151,928	1.2%	12,519,890
Other Student Fees	3,013,957	78,869	2.6%	3,092,826
Subtotal Student Fees	60,931,970	2,891,128	4.7%	63,823,098
Sales & Service - Student Housing	44,625,999	1,591,600	3.6%	46,217,599
Sales & Service - Parking	20,831,044	1,119,842	5.4%	21,950,886
Sales & Service - Athletics/Hotel/UC/Other	66,272,251	18,329,337	27.7%	84,601,588
Fund Balance	1,044,390	(640,901)	-61.4%	403,489
Subtotal Auxiliary Funds	193,705,654	23,291,006	12.0%	216,996,660
Total Current Operating Funds	1,370,525,166	86,348,919	6.3%	1,456,874,085
Interfund Transfer	(15,036,182)	(2,479,434)	16.5%	(17,515,616)
Total Sources	\$ 1,355,488,984	\$ 83,869,485	6.2%	\$ 1,439,358,469
Use of Funds by Object				
Salaries and Wages	\$ 610,355,309	\$ 48,670,571	8.0%	\$ 659,025,880
Benefits	158,360,307	8,316,231	5.3%	166,676,538
M&O	277,047,946	13,472,999	4.9%	290,520,945
Capital	58,497,469	(3,125,742)	-5.3%	55,371,727
Scholarships	99,154,837	8,962,537	9.0%	108,117,374
Debt Service	119,406,430	8,558,596	7.2%	127,965,026
Utilities	32,666,686	(985,707)	-3.0%	31,680,979
Total Uses	\$ 1,355,488,984	\$ 83,869,485	6.2%	\$ 1,439,358,469

University of Houston System Combined
Table 3 - Restricted

Source of Funds	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 108,703,621	\$ 38,727	0.0%	\$ 108,742,348
Financial Aid	144,320,369	14,155,700	9.8%	158,476,069
Houston Public Media	2,147,791	(184,120)	-8.6%	1,963,671
Gifts	38,669,141	7,460,109	19.3%	46,129,250
Endowment Income	18,270,304	406,742	2.2%	18,677,046
Other Restricted	1,814,463	371,264	20.5%	2,185,727
Total Current Operating Funds	313,925,689	22,248,422	7.1%	336,174,111
Interfund Transfer	236,381	(671)	-0.3%	235,710
Total Sources	\$ 314,162,070	\$ 22,247,751	7.1%	\$ 336,409,821
Use of Funds by Object				
Salaries and Wages	\$ 58,295,160	\$ 4,071,550	7.0%	\$ 62,366,710
Benefits	11,051,469	245,397	2.2%	11,296,866
M&O	71,918,283	4,644,415	6.5%	76,562,698
Capital	6,895,125	581,161	8.4%	7,476,286
Scholarships	165,658,549	12,697,729	7.7%	178,356,278
Utilities	343,484	7,499	2.2%	350,983
Total Uses	\$ 314,162,070	\$ 22,247,751	7.1%	\$ 336,409,821

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

Employee Classification	FY2019 Budget	-----Change-----		FY2020 Budget
		FTE	Percent	
Faculty	2,061	72	3.5%	2,133
Part-time Faculty	1,353	19	1.4%	1,372
Professional Staff	2,614	165	6.3%	2,779
Classified Staff	2,575	(5)	-0.2%	2,570
Temporary Staff	1,145	(45)	-3.9%	1,100
Total	9,748	206	2.1%	9,954

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

	FY2016 Actuals	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	FY20 vs FY19 Change
Semester Credit Hours						
Lower Division	657,568	660,742	674,577	704,279	721,165	16,886
Upper Division	711,800	741,801	770,113	775,348	802,719	27,371
Masters	183,809	179,502	176,324	178,589	183,036	4,447
Doctoral	34,365	30,547	31,239	31,977	32,161	184
Special Professional	54,756	55,681	56,495	58,750	59,338	588
Total	<u>1,642,298</u>	<u>1,668,273</u>	<u>1,708,748</u>	<u>1,748,943</u>	<u>1,798,418</u>	<u>49,475</u>
Semester Credit Hours-On/Off Campus						
On Campus	1,167,787	1,177,714	632,814	1,265,862	1,298,387	32,525
Off Campus	474,511	490,559	1,075,934	483,082	500,031	16,949
Total	<u>1,642,298</u>	<u>1,668,273</u>	<u>1,708,748</u>	<u>1,748,943</u>	<u>1,798,418</u>	<u>49,475</u>
Fall Headcount	70,017	70,802	72,172	73,153	75,608	2,455
Fall FTE	53,064	53,742	55,188	55,835	57,679	1,844

University of Houston System Administration Budget

FY2019

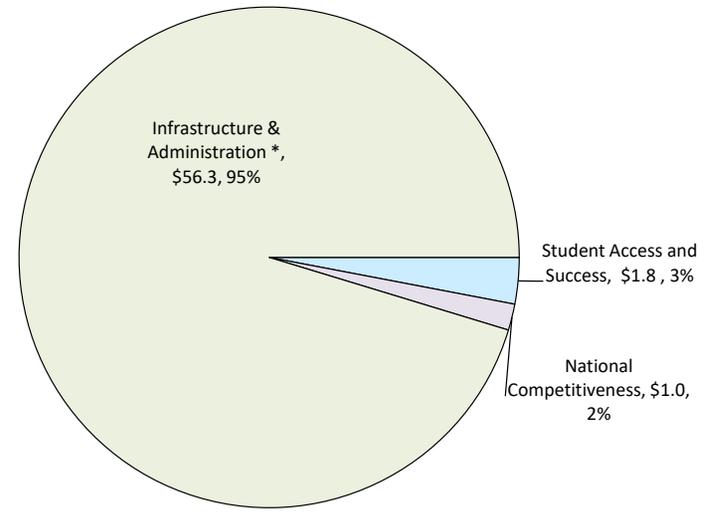
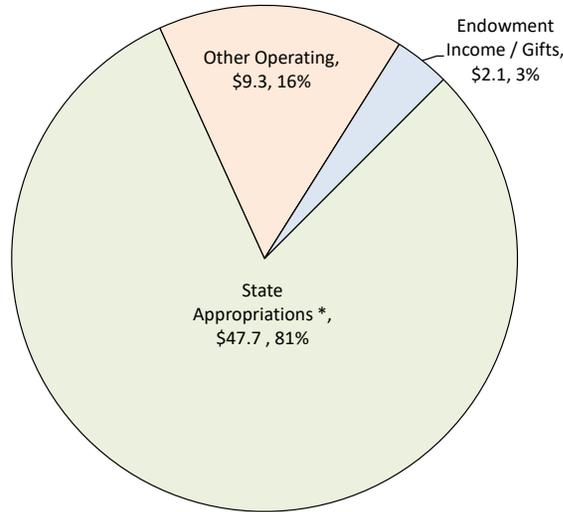
08/06/19

Operating Budget Source of Funds

Operating Budget Use of Funds

Total Budget

	\$ Millions
Operating Budget	\$ 59.1
Capital Facilities	-
Total	\$ 59.1



* Includes TRB debt service

Total \$59.1 Million

Total \$59.1 Million

FY2020

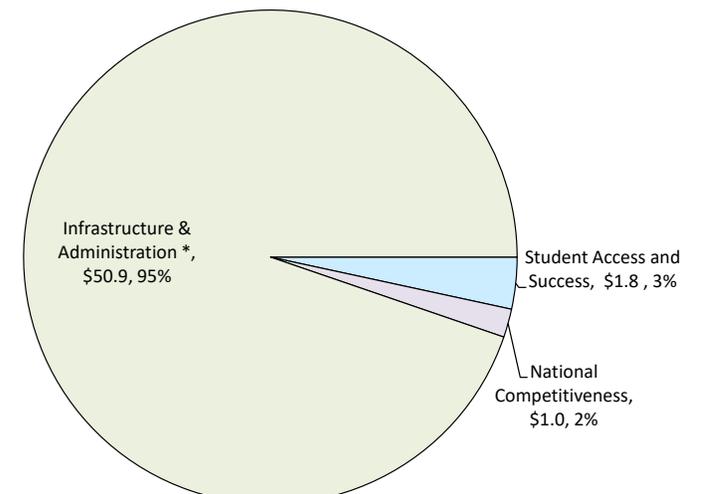
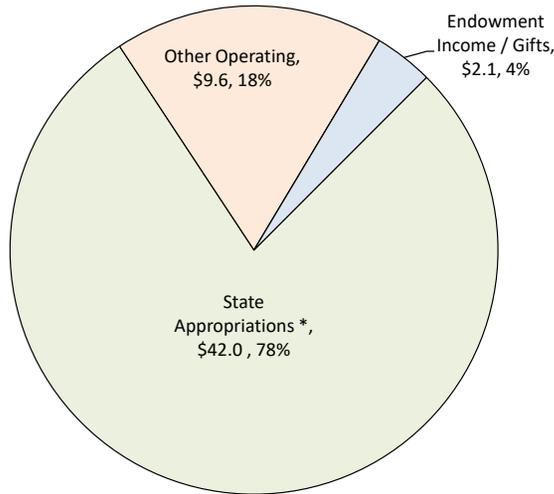
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Operating Budget Source of Funds

Operating Budget Use of Funds

Total Budget

	\$ Millions
Operating Budget	\$ 53.7
Capital Facilities	-
Total	\$ 53.7



* Includes TRB debt service

Total \$53.7 Million

Total \$53.7 Million

UHSA Executive summary 20

University of Houston System Administration Operating Budget
Revenues FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 State Appropriations *	\$ 25.0	\$ 25.7	\$ 47.9	\$ 47.7	\$ 42.0
2 Other Operating	6.9	5.4	6.9	9.3	9.6
3 Contracts & Grants	1.5	1.5	1.4	0.0	0.0
4 Endowment Income / Gifts	4.8	4.8	4.7	2.1	2.1
5 Total	<u>\$ 38.2</u>	<u>\$ 37.4</u>	<u>\$ 60.9</u>	<u>\$ 59.1</u>	<u>\$ 53.7</u>

* Includes TRB debt service

University of Houston System Administration Operating Budget
Expenditures FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 Student Access and Success	\$ 1.4	\$ 1.5	\$ 1.6	\$ 1.8	\$ 1.8
2 National Competitiveness	1.0	1.1	1.0	1.0	1.0
3 Infrastructure & Administration *	33.4	41.1	66.6	56.3	50.9
4 Community Advancement	0.0	0.0	0.0	0.0	0.0
5 Total	\$ 35.8	\$ 43.7	\$ 69.2	\$ 59.1	\$ 53.7

* Includes TRB debt service

**University of Houston System Administration
FY 2020 Operating Budget Expenditures by Function**

08/06/19

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UHSA Executive summary 20

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	FY2020	Total	FY2019 Total
1 Exempt Staff	\$ -	\$ 462,332	\$ 576,968	\$ 1,039,300	\$ -	\$ 341,054	\$ 6,959,685	\$ 11,823	\$ -	\$ -	\$ 8,351,862		\$ 8,259,689
2 Non-Exempt Staff			82,737	82,737			96,779	139,725				319,241	274,800
3 Student Employees							30,000					30,000	15,000
4 Benefits		85,181	149,092	234,273		63,610	1,858,113	52,584				2,208,580	2,181,950
5 Subtotal		547,513	808,797	1,356,310		404,664	8,944,577	204,132				10,909,683	10,731,439
6 M&O		9,600	391,355	400,955		9,600	1,384,061	218,272				2,012,888	2,325,718
7 Travel & Business Expense			1,240	1,240			369,628	2,000				372,868	369,616
8 Debt Service							39,987,352					39,987,352	45,246,505
9 Utilities								75,000				75,000	-
10 Scholarship & Fellowship			194,284				175,926		14,980			385,190	386,734
11 Subtotal		9,600	586,879	596,479		9,600	41,916,967	295,272	14,980			42,833,298	48,328,573
12 Total Expenditure Budget	\$ -	\$ 557,113	\$ 1,395,676	\$ 1,952,789	\$ -	\$ 414,264	\$ 50,861,544	\$ 499,404	\$ 14,980	\$ -	\$ 53,742,981		\$ 59,060,012

University of Houston System Administration
Appendix A - Allocation of New FY 2020 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
<u>General Revenue</u>		
1	Tuition Revenue Bonds	\$ (5,259,153)
2	State Matching Benefits	<u>5,000</u>
3	Subtotal General Revenue	<u>(5,254,153)</u>
Other		
4	Endow/Inv Interest Income	<u>81,091</u>
5	Subtotal Other	<u>81,091</u>
6	Total Net Revenue	<u><u>\$ (5,173,062)</u></u>

<u>Priority/Initiative Allocations</u>		B
Priority 3. University Infrastructure & Administration		
1	Tuition Revenue Bond Debt Service	\$ (5,259,153)
2	Administrative Operations	<u>86,091</u>
3	Subtotal - University Infrastructure & Administration	<u>(5,173,062)</u>
4	Total Priority/Initiative Allocations	<u><u>\$ (5,173,062)</u></u>

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

	A	B	C	D	E	F	G
	Historical	Change		Current	Change		New
	FY2018 Budget	Dollars	Percent	FY2019 Budget	Dollars	Percent	FY2020 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 48.5	\$ (0.7)	-1.5%	\$ 47.7	\$ (5.7)	-12.0%	\$ 42.0
4 Other Operating	8.6	0.7	7.7%	9.2	0.4	4.4%	9.7
6 Endowment Income/Gifts	2.1	(0.1)	-2.3%	2.1	-	0.0%	2.1
7 Total Sources	\$ 59.2	\$ (0.1)	-0.1%	\$ 59.1	\$ (5.3)	-9.0%	\$ 53.7
Use of Funds by Object							
9 Salaries and Wages - Staff	\$ 8.4	\$ 0.2	2.4%	\$ 8.6	\$ 0.1	1.8%	\$ 8.7
10 Benefits	2.1	0.1	6.3%	2.2	0.0	1.4%	2.2
11 M&O	2.8	0.3	9.6%	3.1	(0.2)	-7.5%	2.9
14 Debt Service	46.0	(0.7)	-1.6%	45.3	(5.3)	-11.6%	40.0
17 Total Uses	\$ 59.2	\$ (0.1)	-0.1%	\$ 59.1	\$ (5.3)	-9.0%	\$ 53.7
<u>Total Operating, Restricted and Capital Budget</u>							
28	\$ 59.2	\$ (0.1)	-0.1%	\$ 59.1	\$ (5.3)	-9.0%	\$ 53.7

University of Houston-System Administration
Table 2 - Operations

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Source of Funds				
General Funds				
State General Revenue Appropriations				
General Revenue	\$ 1,545,470	\$ 1	0.0%	\$ 1,545,471
Special Items	474,531	(474,531)	-100.0%	-
Tuition Revenue Bonds	45,246,505	(5,259,153)	-11.6%	39,987,352
State Benefits Appropriation	462,848	5,000	1.1%	467,848
Subtotal State General Revenue Appropriations	47,729,354	(5,728,683)	-12.0%	42,000,671
Designated				
Investment Income on Non-Endowed Funds	150,421	74,645	49.6%	225,066
Endowment Income	1,640,353	6,446	0.4%	1,646,799
Service Charge	8,849,867	(1,022,975)	-11.6%	7,826,892
Fund Balance	243,587	1,355,234	556.4%	1,598,821
Subtotal Designated Funds	10,884,228	413,350	3.8%	11,297,578
Total Current Operating Funds	58,613,582	(5,315,333)	-9.1%	53,298,249
Total Sources	\$ 58,613,582	\$ (5,315,333)	-9.1%	\$ 53,298,249
Use of Funds by Object				
Salaries and Wages	\$ 8,549,489	\$ 151,614	1.8%	\$ 8,701,103
Benefits	2,181,950	26,630	1.2%	2,208,580
M&O	2,635,638	(234,424)	-8.9%	2,401,214
Debt Service	45,246,505	(5,259,153)	-11.6%	39,987,352
Total Uses	\$ 58,613,582	\$ (5,315,333)	-9.1%	\$ 53,298,249

University of Houston-System Administration
Table 3 - Restricted

	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Source of Funds				
Restricted				
Endowment Income	\$ 446,430	\$ (1,698)	-0.4%	\$ 444,732
Total Current Operating Funds	446,430	(1,698)	-0.4%	444,732
Total Sources	\$ 446,430	\$ (1,698)	-0.4%	\$ 444,732
Use of Funds by Object				
M&O	\$ 446,430	\$ (1,698)	-0.4%	\$ 444,732
Total Uses	\$ 446,430	\$ (1,698)	-0.4%	\$ 444,732

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

Employee Classification	FY2019 Budget	-----Change-----		FY2020 Budget
		FTE	Percent	
Professional Staff	62	4	6.5%	66
Classified Staff	10	(4)	-40.0%	6
Total	72	-	0.0%	72

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

	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Regents	\$ 330,655	\$ 4,697	1.4%	\$ 335,352
Chancellor	2,207,133	18,233	0.8%	2,225,366
Academic Affairs	1,027,865	24,281	2.4%	1,052,146
Student Affairs	402,523	8,041	2.0%	410,564
Research	544,362	10,251	1.9%	554,613
Administration and Finance	1,516,693	22,518	1.5%	1,539,211
University Advancement	559,604	1,859	0.3%	561,463
Governmental Relations	1,454,631	21,766	1.5%	1,476,397
General Counsel	1,705,785	24,224	1.4%	1,730,009
Auditing	1,786,201	29,846	1.7%	1,816,047
Staff Benefits	1,126,946	26,630	2.4%	1,153,576
Institutional	123,995	226,005	182.3%	350,000
Subtotal Operations	12,786,393	418,351	3.3%	13,204,744
NASA Programs	474,531	(474,531)	-100.0%	-
Other Uses				
Transfer to UH for Charter School	106,153			106,153
Debt Service	45,246,505	(5,259,153)	-11.6%	39,987,352
Total Uses	\$ 58,613,582	\$ (5,315,333)	-9.1%	\$ 53,298,249

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

	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Academic Affairs	\$ 57,713	\$ 460	0.8%	\$ 58,173
Administration and Finance	372,326	(2,116)	-0.6%	370,210
University Advancement	16,391	(42)	-0.3%	16,349
Total Uses	\$ 446,430	\$ (1,698)	-0.4%	\$ 444,732

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University of Houston Budget

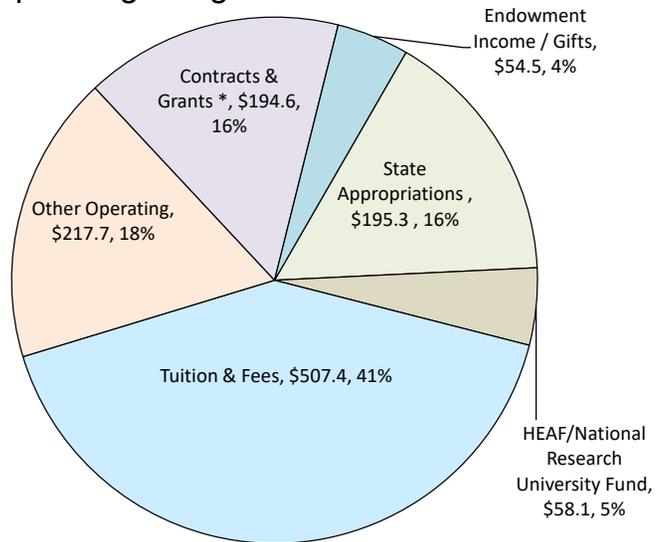
FY2019

08/06/19

Total Budget

	\$ Millions
Operating Budget	\$ 1,227.6
Capital Facilities	204.0
Total	\$ 1,431.6

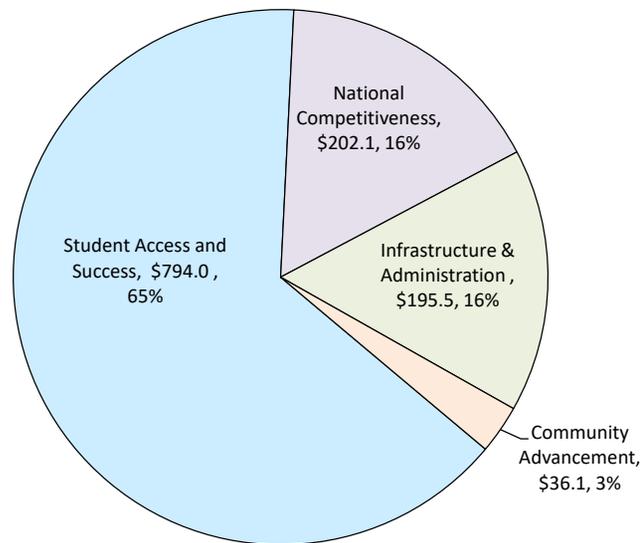
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,227.6 Million

Operating Budget Use of Funds



Total \$1,227.6 Million

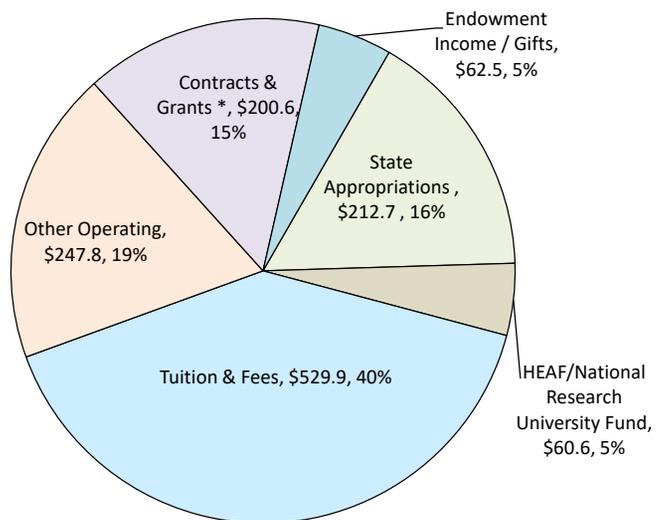
FY2020

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Total Budget

	\$ Millions
Operating Budget	\$ 1,314.1
Capital Facilities	201.4
Total	\$ 1,515.5

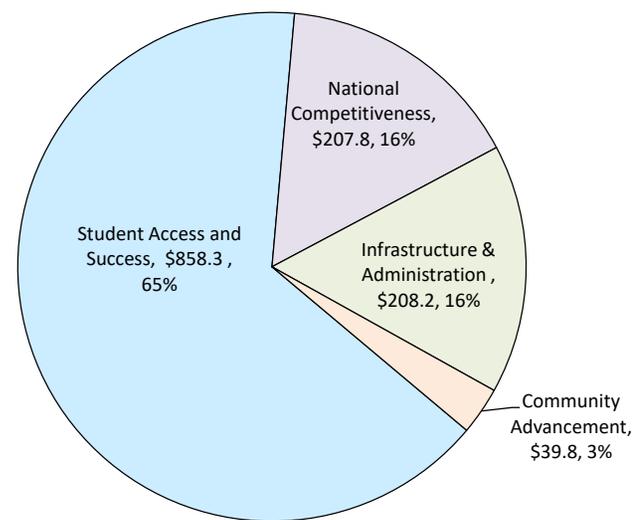
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,314.1 Million

Operating Budget Use of Funds



Total \$1,314.1 Million

UH Executive summary 20

University of Houston Operating Budget
Revenues FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 State Appropriations	\$ 190.2	\$ 193.1	\$ 192.8	\$ 195.3	\$ 212.7
2 HEAF/National Research University Fund	44.2	62.3	60.4	58.1	60.6
3 Tuition & Fees	460.5	478.7	496.4	507.4	529.9
4 Other Operating	160.5	171.9	198.9	217.7	247.8
5 Contracts & Grants *	223.3	199.7	195.1	194.6	200.6
6 Endowment Income / Gifts	80.2	83.3	88.7	54.5	62.5
7 Total	<u>\$ 1,158.9</u>	<u>\$ 1,189.0</u>	<u>\$ 1,232.3</u>	<u>\$ 1,227.6</u>	<u>\$ 1,314.1</u>

* Includes Federal financial aid

University of Houston Operating Budget
Expenditures FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 Student Access and Success	\$ 738.4	\$ 755.0	\$ 774.2	\$ 794.0	\$ 858.2
2 National Competitiveness	168.1	185.9	186.9	202.1	207.8
3 Infrastructure & Administration	124.8	181.8	165.7	195.5	208.2
4 Community Advancement	44.5	38.9	41.8	36.1	39.8
5 Total	<u>\$ 1,075.8</u>	<u>\$ 1,161.6</u>	<u>\$ 1,168.6</u>	<u>\$ 1,227.6</u>	<u>\$ 1,314.1</u>

**University of Houston
FY2020 Operating Budget Expenditures by Function**

08/06/19

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UH Executive summary 20

	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 2020 Total	FY 2019 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,196,454	\$ 300				\$ 1,190,200	\$ 2,388,469	\$ 2,556,456
2 Tenure Track Faculty	144,133,289	5,480,960	10,146,150	159,760,399	157,794		5,800		20,000		159,943,993	150,963,734
3 Non-Tenure Track Faculty	39,216,677	9,542,040	2,870,535	51,629,252	372,857	-	-		-		52,002,109	45,274,219
4 Adjunct Faculty	9,346,344	1,374,174	1,585,674	12,306,192	55,000	25,000	-		5,000		12,391,192	12,219,094
5 Graduate Assistant	7,264,917	9,126,287	12,903,966	29,295,170	87,400	990,467	172,034		76,500	877,427	31,498,998	30,944,244
6 Exempt Staff	6,110,044	34,625,055	66,411,088	107,146,187	8,909,269	16,278,459	40,285,784	5,146,398		32,106,266	209,872,363	194,775,157
7 Non-Exempt Staff	1,759,801	4,474,395	17,086,200	23,320,396	3,484,347	5,142,815	11,329,488	9,815,073		6,379,556	59,471,675	58,650,406
8 Student Employees	518,409	932,424	4,110,333	5,561,166	251,400	627,831	342,911	108,400	-	4,248,860	11,140,568	10,061,675
9 Summer Instruction Salaries	1,826,913	2,259	318,000	2,147,172	15,000					-	2,162,172	2,126,088
10 Benefits	40,788,826	14,271,196	23,862,706	78,922,728	7,151,159	5,620,810	17,778,262	5,956,649	18,277	10,487,260	125,935,145	121,421,840
11 Subtotal	250,965,220	79,828,790	139,294,652	470,088,662	20,484,226	28,685,382	69,914,279	21,026,520	119,777	54,099,369	664,418,215	626,436,457
12 Capital	579,103	15,876,802	6,474,978	22,930,883	25,000	5,000	30,285,917	-		1,325,517	54,572,317	57,414,141
13 M&O	597,678	95,144,898	23,844,073	119,586,649	17,032,744	9,359,961	39,923,234	14,687,011	626,171	62,329,836	263,545,606	242,851,381
14 Travel & Business Expense	1,894,737	7,595,290	9,474,930	18,964,957	715,454	1,398,259	1,708,354	51,000	192,421	6,837,646	29,868,091	26,881,899
15 Debt Service		7,952,821	567,000	8,519,821	-		14,476,340			51,048,539	74,044,700	62,791,579
16 Utilities		-	250,000	250,000	331,296	6,000	42,000	16,088,192		9,915,032	26,632,520	26,878,550
17 Scholarship & Fellowship	690,826	1,376,404	16,572,706	18,639,936	57,500	488,089	31,000		178,146,681	1,251,469	198,614,675	181,812,591
18 Subtotal	3,762,344	127,946,215	57,183,687	188,892,246	18,161,994	11,257,309	86,466,845	30,826,203	178,965,273	132,708,039	647,277,909	598,630,141
19 Total Expenditure Budget	\$ 254,727,564	\$ 207,775,005	\$ 196,479,854	\$ 658,982,423	\$ 39,842,674	\$ 39,942,991	\$ 156,381,124	\$ 51,852,723	\$ 179,085,050	\$ 187,997,608	1,314,084,593	\$ 1,227,623,054

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

University Priorities

As we look ahead to FY 2020, the University of Houston is well-positioned to move forward on its goals of student success and national competitiveness. First, strong enrollment growth is generating additional tuition revenue to invest in the university's priorities. From fall 2008 through fall 2018, enrollment has increased by 28%, with record enrollment posted in eight of the past 10 years. Moreover, as a result of UH in 4 and other student success initiatives, students are enrolling in – and completing – more semester credit hours, thereby producing more tuition revenue on a

per student basis. Second, the university is generating more dollars through fundraising to support its students and academic programs. The “Here, We Go” campaign has reached its historic goal of \$1 billion dollars eighteen months ahead of schedule, and the focus for the next sixteen months is “Beyond the Billion”. This fundraising campaign greatly impacts the university’s ability to award scholarships, enrich student life with state-of-the-art facilities, and retain top faculty.

As a result of these undertakings, the University of Houston has been able to plan for new initiatives as we enter the first year of the biennium in which the university’s general revenue appropriation for operations was increased by \$6.1 million, including \$5 million of formula funding. Although The University of Houston’s special item funding to the Hobby School of Public Affairs and the College of Pharmacy was reduced by \$643 thousand, appropriations for multiple research and public service programs, funded as special and other items, were increased by \$607 thousand. The University of Houston also received a \$10 million special item appropriation as start-up funding for the new College of Medicine.

As described in this plan, the University of Houston will invest \$45.6 million of new resources and \$52.8 million of 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.

	New Resources	HEAF	Total
Student Success	\$26,089,976	\$28,510,107	\$54,600,083
National Competitiveness	14,244,547	10,284,947	24,529,494
University Infrastructure and Administration	3,974,971	13,975,000	17,949,971
Community Advancement	1,250,000	0	1,250,000
Total	\$45,559,494	\$52,770,054	\$98,329,548

Priority 1. Student Success

Context

Increasing the enrollment, retention and graduation of a diverse student body with exceptional academic qualifications is key to furthering UH’s position as a Tier One university. To that end, the university continued this year (as it has for the past several years) to maintain or improve its performance on the essential student success measures on its progress card:

	2018 Report	2019 Report
Total Enrollment	45,364	46,324
Total Degrees Awarded	9,448	10,283
Freshman 4-year Graduation Rate	33%	36%
Freshman 6-year Graduation Rate	54%	59%
Course Completion Rate	97%	97%
Freshman Acceptance Rate	61%	62%
Number of Doctorates Awarded	369	381

The university’s most significant improvement this year occurred in the six-year graduation rate, which has increased to 59%, a five-percentage point gain since the last report. The university is on track to reach 60% by 2020, which directly contributes to improving the university’s ranking in *U.S. News and World Report*. The four-year graduation rate improved to 36% and, encouragingly, the four-year graduation rate of African-American students (36%) matched the university rate. The four-year graduation rate for Hispanic students also improved notably to 31% from 25% the year before. Improvements in student success have been facilitated by the university’s continuing commitment to initiatives that support student enrollment, persistence, and graduation. These include increasing scholarships, expanding course offerings, enhancing student support staff (e.g., recruiters, advisers), and improving the curriculum, as well as more rigorous admissions standards for freshmen.

Doctoral degrees awarded are other important Tier One measures of excellence, and UH continues to make progress on this front. Over the past five years doctoral degrees awarded have increased from 272 to 381 (40%). To continue this trend will require continued financial investment over the next several years to recruit and retain the best students.

UH in 4 has greatly contributed to improved student persistence and progress toward a degree. Through this program, incoming freshmen are guaranteed a flat tuition rate for four years as long as they earn 30 credit hours per academic year. The results have been impressive. The percentage of freshmen electing to participate in the program has risen from 49% to 72%. In addition, participants in the program have better records of retention, SCH completion, and academic performance than non-participants. Most importantly, the first cohort of UH in 4 students had a four-year graduation rate of 45% compared to 36% for all UH students.

	UH in 4 Participants	Non- Participants
First-Year Retention	86%	82%
% Completing 30 SCH in First Year	79%	65%
% Completing 60 SCH by Second Year	67%	49%
Average GPA	3.14	3.02

FY 2020 Budget Initiatives

- *Need Based Financial Aid (\$5,073,413 New Resources) – App A-C1*
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. For FY2020, the university will allocate \$5.1 million to need-based scholarships for both undergraduate and graduate students.
- *Graduate Tuition Fellowships (\$2,000,000 New Resources) – App A-C2*
In order to attract and retain the best doctoral students, the university must provide financial support that is competitive with other major research universities. In FY2020, UH will invest \$2 million in the Graduate Tuition Fellowship program, which is a competitive award program administered by the Graduate School that covers the cost of in-state tuition and mandatory fees for doctoral students.

- Faculty Retention and Benefits (\$6,313,978 New Resources) – App A-C3*

In FY2020, UH will make a \$6.4 million investment in a 2% merit pool for faculty plus benefits. Retaining and promoting the university’s most productive current faculty members is critical to achieving the university’s goals. Included in this funding is a \$560 thousand allocation for promotion and tenure, through which faculty are promoted from assistant to associate professor and from associate to full professor.
- College of Medicine (\$10,000,000 New Resources) – App A-C4*

UH will invest \$10 million towards the operational start-up costs (i.e. faculty, staff, and maintenance and operations expenses) for the new College of Medicine. The College of Medicine builds on multiple existing health programs at the University of Houston and will produce a diverse group of graduates dedicated to fulfilling our state’s and nation’s most pressing needs with a deep understanding of the social determinants of health and a commitment to providing compassionate, high value care to underserved populations.
- Enhanced Student Support Services (\$223,803 New Resources) – App A-C5*

For students to succeed, UH must create an inclusive, safe university community where they can excel academically and grow as individuals. To that end, the university will invest \$223 thousand in FY2020 to support operations at the Recreation and Wellness Center and the University Center.
- Improved Campus Services (\$2,171,227 New Resources) – App A-C6*

In addition to academic programming and support, building a high-quality campus environment is essential to recruiting and retaining a Tier One student body. In FY2020, the university will invest \$2.2 million to improve residential life & housing and parking.
- Academic Support (\$307,555 New Resources and \$1,908,613 HEAF) – App A-C7 and App B-4*

The university will invest a combination of new operating resources and HEAF totaling \$2.2 million in support of academics. Of this total, \$1.9 million is for debt service associated with Technology Bridge, the College of Business building, and College of the Arts facilities. The \$307 thousand balance will support operating costs associated with academic operations at the Technology Bridge.
- Capital Renewal – Academic Infrastructure (\$13,000,000 HEAF) – App B-1*

In FY2020, the university will dedicate \$13 million for renovation of its core academic facilities. This includes renovations to the Science and Engineering Research Center, the Science Building, and Roy G. Cullen, which will lead to greater classroom and faculty office space, as well as addressing other capital needs on campus.
- Capital Construction and Renewal – Life Sciences Initiative (\$8,601,494 HEAF) – App B-2*

One of the university’s strategic priorities is to expand its educational programs and impact in the life sciences. In FY2020, the University of Houston will allocate \$8.6 million towards renovation of its life sciences facilities and construction of the College of Medicine building.

- *Capital Facilities – New Law Building (\$5,000,000 HEAF) – App B-3*

In FY2020, the university will allocate \$5 million of its HEAF to support the planning, design, and construction of a new UH Law School building.

Priority 1. Investment of Resources in FY 2020 Initiatives

	New Resources	HEAF	Total
Need-Based Financial Aid	\$ 5,073,413	\$ 0	\$ 5,073,413
Graduate Tuition Fellowships	2,000,000	0	2,000,000
Faculty Retention and Benefits	6,313,978	0	6,313,978
College of Medicine	10,000,000	0	10,000,000
Enhanced Student Support Services	223,803	0	223,803
Improved Campus Services	2,171,227	0	2,171,227
Academic Support	307,555	1,908,613	2,216,168
Capital Renewal – Academic Infrastructure	0	13,000,000	13,000,000
Capital Construction and Renewal – Life Sciences Initiative	0	8,601,494	8,601,494
Capital Facilities – New Law Building	0	5,000,000	5,000,000
Total	\$26,089,976	\$28,510,107	\$54,600,083

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. Over the past year, UH has made progress on its performance measures related total research expenditures, federal research expenditures, and number of citations.

	2018 Report	2019 Report
Total Research Expenditures	\$161M	\$178M
Federal Research Expenditures	\$60M	\$64M
Number of Graduate Programs Ranked in the Top 50 ¹	11	8
Number of Citations	105,039	113,524
Number of Post-Doctoral Appointees	263	237

¹The 2018 rankings count includes three programs whose rank position reflects a previous year since US News did not produce a ranking list for these specific areas in the 2018 cycle. Beginning with the 2019 report, updated ranking counts will include only programs whose disciplines are ranked in the most recent cycle.

Several of the university’s academic programs also have received important national recognitions this year:

- The Petroleum Engineering graduate program was ranked 14th nationally by U.S. News and World Report;

- The Graduate School of Social Work moved up from #38 in 2017 to #22 in 2019 in U.S. News and World Report;
- The Law Center had three programs ranked in the top 10 by U.S. News and World Report including Health Care Law (#6), Intellectual Property Law (#7), and Part-Time Law (#9);
- The Cyvia and Melvyn Wolff Center for Entrepreneurship at the C.T. Bauer College of Business is ranked #2 in the U.S. and on the list of the top 25 Best Undergraduate Programs for Entrepreneurs in 2019 by the Princeton Review and Entrepreneur Magazine; and
- UH Library's ranking among its Association of Research Libraries (ARL) peers rose from 76th in 2013 to 62nd in 2018.

Finally, in order to support faculty research and productivity, it is essential that UH continue to build world-class facilities, labs, and infrastructure.

FY 2020 Budget Initiatives

- *New Faculty Hiring (\$3,000,000 New Resources) – App A-C9*
In FY2020, UH will allocate \$3 million for new faculty positions. The university's investment in new faculty is essential to ensuring quality in its academic programs, meeting the increasing demand for instruction, and achieving the university's research goals.
- *Academic Performance Funding (\$1,000,000 New Resources) – App A-C10*
The University of Houston will invest \$1 million in academic performance funding in FY2020. This funding will reward colleges for achievement of specific goals especially those tied to institutional priorities such as graduation rates, fundraising, research expenditures, and quality assessments. Colleges must use these funds for activities that facilitate increases in college success measures.
- *Faculty Start-up (\$3,000,000 HEAF) – App B-6*
Maintaining a Tier One university requires providing faculty with the facilities, equipment, and infrastructure they need to be effective scholars and researchers. In FY2020, the university will invest \$3 million in HEAF resources towards renovating existing space needs to accommodate programmatic changes or growing student and faculty populations as well as faculty start-up needs.
- *Staff Retention & Benefits (\$5,598,507 New Resources) – App A-C11*
Maintaining a talented staff is important to building on the University of Houston's Tier One status. In FY2020, UH is investing at total of \$5.6 million in staff retention and benefits. Of the \$5.3 million, \$4.4 million will be allocated to a 2% merit pool for staff plus benefits. UH will invest the remaining \$1.2 million in an equity pool for staff who are below the minimum salary for their pay grade following a review of the pay grades relative to market.
- *Research Support (\$1,032,858 New Resources and 7,284,947 HEAF) – App A-C12 and App B-7*
The university will invest a combination of new operating resources and HEAF totaling \$8.3 million in support of research. Of this total, \$7.3 million is for debt service associated with Technology Bridge, Health 2, Multidisciplinary Research and Engineering building, and

Health 1. The \$1 million balance will support operating costs associated with research operations at the Technology Bridge.

- *National Research University Fund (\$2,550,860 New Resources) – App A-C13*

UH will invest \$2.6 million of additional state funding in activities that enable the university to expand its research thus furthering its research reputation. The National Research University Fund is a pool of funds appropriated to the university as a state designated emerging research institution.

- *CORE Research Support (\$1,062,322 New Resources) – App A-C14*

In FY2020, UH will invest \$1.1 million of additional state funding in activities in support and maintenance of educational and general activities that promote increased research activity. CORE Research Support is a pool of funds appropriated to the university as a state designated emerging research institution.

Priority 2. Investment of Resources in FY 2020 Initiatives

	New Resources	HEAF	Total
New Faculty Hiring	\$ 3,000,000	\$ 0	\$ 3,000,000
Academic Performance Funding	1,000,000	0	1,000,000
Faculty Start-up	0	3,000,000	3,000,000
Staff Retention and Benefits	5,598,507	0	5,598,507
Research Support	1,032,858	7,284,947	8,317,805
National Research University Fund	2,550,860	0	2,550,860
CORE Research Support	1,062,322	0	1,062,322
Total	\$14,244,547	\$10,284,947	\$24,529,494

Priority 3. University Infrastructure and Administration

Context

As fundamental as instruction and research are to the University of Houston, these efforts cannot take place without the land, facilities, equipment, and information technology needed to support them. The University of Houston’s campus includes approximately 980 acres of land, 161 buildings, and 14.4 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.

Thanks to support from the Legislature in 2015, UH is completing construction of two new academic buildings, one in Sugar Land and the other in Katy. These new buildings will greatly expand UH’s footprint with respect to instruction, research and the communities we serve. Furthermore, UH’s \$100 million core renovation capital improvement plan is under way, which will renovate six of the university’s most important academic and research buildings in terms of the number of students and faculty they serve. In addition, the University of Houston has begun the \$150 million life sciences capital plan. This plan includes build out of space in Health 2 for the College of Medicine during the first couple of years of operation, construction of a permanent

building for the College of Medicine, and renovation of other life sciences facilities. Specifically, renovation work is underway in Melcher. Over the next several years, these projects will have a transformative impact on the University of Houston.

FY 2020 Budget Initiatives

- Annual Deferred Maintenance & Life Safety (\$12,000,000 HEAF) – App B-9*

The University of Houston will invest \$12 million next year in general facilities projects including repairs/upgrades to campus buildings and addressing life/safety issues. These repairs and upgrades are necessary for the university to fulfill its core mission of education and research.
- Campus Security, Information Technology, and Infrastructure (\$1,423,963 New Resources and 1,975,000 HEAF) – App A-C16 and App B-10*

In FY2020, the university will invest a total of \$3.4 million for IT infrastructure and campus safety improvements including new vehicles for campus police, as part of a vehicle rotation program, and security cameras, among other investments.
- Facilities Support – Katy and Sugar Land buildings (\$540,000 New Resources) – App A-C17*

In FY2020, the university will invest \$540 thousand to fund the additional cost to provide facilities support services to the new Katy and Sugar Land academic buildings.
- Student Affairs Administrative Support (\$2,011,008 New Resources) – App A-C18*

In FY2020, the university will invest \$2 million to fund 14 leadership positions in the Division of Student Affairs and Enrollment Services that are currently funded through the Student Service Fee. This investment will free up additional resources for the Student Fee Advisory Committee to recommend funding one or more university programs.

Priority 3. Investment of Resources in FY 2020 Initiatives

	New Resources	HEAF	Total
Annual Deferred Maintenance & Life Safety	\$ 0	\$12,000,000	\$12,000,000
Campus Security, IT, and Infrastructure	1,423,963	1,975,000	3,398,963
Facilities Support – Katy and Sugar Land bldgs.	540,000	0	540,000
Student Affairs Admin. Support	2,011,008	0	2,011,008
Total	\$3,974,971	\$13,975,000	\$17,949,971

Priority 4. Community Advancement

Context

UH has developed education and community advancement programs that address the major challenges facing our cities and state. Community advancement is also central to the university’s goals: UH will commit to fulfilling regional and state workforce needs while becoming the primary engine of social, economic, and intellectual development.

UH’s current funding primarily supports teachHouston and various public policy outreach programs. teachHouston is the University’s STEM teacher preparation program. A collaboration between the College of Natural Sciences and Mathematics, the College of Education, and local school districts, the program aims to combat the shortage of qualified math and science teachers. The Center for Public Policy and key Hobby School programs serve the Houston region and the state of Texas through research, public service training and community outreach. Through research projects, undergraduate internship programs, a management program for mid-career professionals, community partnerships, workshops and special events, these programs connect decision makers with objective analyses and graduates appropriate for serving local, state and national entities.

FY 2020 Budget Initiatives

- *Multicultural Success (\$1,250,000 New Resources) – App A-C20*

The Texas Legislature has provided UH with \$1.25 million in special line item funding in FY20 for multicultural success initiatives. Through the Office of the Provost, the University of Houston will invest these funds in student-oriented programs that enhance multicultural success and involve the following activities: improving academic outcomes in minority communities, community engagement, scholarly research, professional development, and academic enrichment.

Priority 4. Investment of Resources in FY 2020 Initiatives

	New Resources	HEAF	Total
Multicultural Success	\$1,250,000	\$0	\$1,250,000
Total	\$1,250,000	\$0	\$1,250,000

University of Houston
Appendix A - Allocation of New FY 2020 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ 6,092,495
2	Special Items	10,606,631
3	State Matching Benefits	692,102
4	National Research University Fund	2,550,860
5	Subtotal Appropriations	<u>19,942,088</u>
Tuition and Fees		
6	Consolidated Tuition and Fees	21,798,413
7	Recreation and Wellness Center	71,875
8	University Center Fee	151,928
9	Residential Life and Housing	828,285
10	Parking Fees	1,342,942
11	Subtotal Tuition and Fees	<u>24,193,443</u>
Other		
12	Non-endow Inv Inc, Lab Fees	1,423,963
13	Subtotal Other	<u>1,423,963</u>
14	Total Net Revenue	<u>\$ 45,559,494</u>

Reallocations/Reductions		B
Reallocations		
Subtotal - Reallocations		<u>\$ -</u>

Priority/Initiative Allocations		C
Priority 1. Student Success (p-3.7-3.8)		
1	Need-based Financial Aid	5,073,413
2	Graduate Tuition Fellowships	2,000,000
3	Faculty Retention and Benefits	6,313,978
4	College of Medicine	10,000,000
5	Enhanced Student Support Services	223,803
6	Improved Campus Services	2,171,227
7	Academic Support	307,555
8	Subtotal - Student Success	<u>26,089,976</u>
Priority 2. National Competitiveness (p-3.10-3.11)		
9	New Faculty Hiring	3,000,000
10	Academic Performance Funding	1,000,000
11	Staff Retention and Benefits	5,598,507
12	Research Support	1,032,858
13	National Research University Fund	2,550,860
14	CORE Research Support	1,062,322
15	Subtotal - National Competitiveness	<u>14,244,547</u>
Priority 3. University Infrastructure & Administration (p-3.12)		
16	Campus Security, IT, and Infrastructure	1,423,963
17	Facilities support for new Katy and Sugarland buildings	540,000
18	Student Affairs administrative support	2,011,008
19	Subtotal - University Infrastructure & Administration	<u>3,974,971</u>
Priority 4. Community Advancement (p-3.13)		
20	Multicultural Success	1,250,000
21	Subtotal - Community Advancement	<u>1,250,000</u>
22	Total Priority/Initiative Allocations	<u>\$ 45,559,494</u>

23	Total Net Reallocations and New Allocations	<u>\$ 45,559,494</u>
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University of Houston
Appendix B - Allocation of FY 2020 HEAF

<u>FY20 Allocation</u>	
HEAF	<u>\$ 52,770,054</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p-3.8-3.9)	
1 Capital Renewal - Academic Infrastructure	\$ 13,000,000
2 Capital Construction & Renewal - Life Sciences Initiative	8,601,494
3 Capital Facilities - New Law building	5,000,000
4 Debt Service - Academic Infrastructure	<u>1,908,613</u>
5 Subtotal	<u>28,510,107</u>
Priority 2. National Competitiveness (p-3.10)	
6 Faculty Start-up	3,000,000
7 Debt Service - Research Infrastructure	<u>7,284,947</u>
8 Subtotal	<u>10,284,947</u>
Priority 3. University Infrastructure & Administration (p-3.12)	
9 Annual Deferred Maintenance & Life Safety	12,000,000
10 Campus Security, IT and Infrastructure	<u>1,975,000</u>
11 Subtotal	<u>13,975,000</u>
12 Total Priority/Initiative Allocations	<u>\$ 52,770,054</u>

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

	FY2019	FY2020
Funds from Endowed Scholarships	\$ 5,372,301	\$ 4,808,707
Premium Tuition Scholarships (Law)	50,000	75,000
Texas Grant Program Scholarships	23,000,000	24,000,000
Texas Public Education Grant (TPEG)	18,304,831	19,562,177
Honors Scholarships	8,000	8,000
International Education Fee Scholarship	200,000	200,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	27,783,280	32,283,657
Graduate Scholarships	8,252,069	8,332,977
Pre-Med Scholarship	140,000	140,000
Merit Scholarships	8,585,000	8,585,000
UH Transfer Scholarships	275,000	275,000
UH Grant-in-Aid Scholarship	828,614	651,114
Doctoral Student Tuition Fellowship	13,800,000	13,800,000
Presidential Fellowship Stipend Augmentation	460,648	460,648
Federal Teach Grants	12,100	12,100
Federal College Work Study	1,669,000	2,188,892
Federal Pell Grants	62,552,000	68,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,280,721	1,676,770
Total	\$ 172,573,564	\$ 185,060,042

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

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2018 Budget	Dollars	Percent	FY2019 Budget	Dollars	Percent	FY2020 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 195.5	\$ (0.2)	-0.1%	\$ 195.3	\$ 17.4	8.9%	\$ 212.7
2 HEAF/NRUF	50.5	(0.4)	-0.8%	50.1	(1.4)	-2.9%	48.6
3 Tuition & Fees	492.7	14.7	3.0%	507.4	22.5	4.4%	529.9
4 Other Operating	202.5	23.2	11.5%	225.7	34.1	15.1%	259.8
5 Contracts & Grants	188.7	5.9	3.1%	194.6	6.0	3.1%	200.6
6 Endowment Income/Gifts	56.9	(2.3)	-4.0%	54.6	7.9	14.5%	62.5
7 Total Sources	\$ 1,186.6	\$ 41.0	3.5%	\$ 1,227.6	\$ 86.6	7.1%	\$ 1,314.1
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 199.6	\$ 11.0	5.5%	\$ 210.6	\$ 15.9	7.5%	\$ 226.4
9 Salaries and Wages - Staff	275.6	18.8	6.8%	294.4	17.6	6.0%	312.0
10 Benefits	117.2	4.2	3.6%	121.4	4.5	3.7%	125.9
11 M&O	262.2	10.1	3.8%	272.3	23.5	8.6%	295.8
12 Capital	62.8	(5.4)	-8.6%	57.4	(2.9)	-5.0%	54.6
13 Scholarships	174.2	7.6	4.3%	181.8	16.8	9.2%	198.6
14 Debt Service	66.1	(3.3)	-5.0%	62.8	11.3	17.9%	74.0
15 Utilities	28.8	(1.9)	-6.7%	26.9	(0.2)	-0.9%	26.6
17 Total Uses	\$ 1,186.6	\$ 41.0	3.5%	\$ 1,227.6	\$ 86.5	7.0%	\$ 1,314.1
<u>Capital Facilities Budget</u>							
Source of Funds							
18 HEAF	\$ 8.0	\$ -	0.0%	\$ 8.0	\$ 4.0	50.0%	\$ 12.0
19 Bonds	119.0	39.8	33.4%	158.8	25.6	16.1%	184.4
20 Gifts	1.1	14.6	1334.3%	15.7	(14.2)	-90.7%	1.5
21 Other	36.0	(14.4)	-40.0%	21.6	(18.1)	-83.7%	3.5
23 Total Sources	\$ 164.1	\$ 40.0	24.4%	\$ 204.0	\$ (2.6)	-1.3%	\$ 201.4
Use of Funds by Object							
24 Construction	\$ 113.3	\$ 42.0	37.1%	\$ 155.3	\$ (28.7)	-18.5%	\$ 126.6
25 Major Rehabilitation	37.8	(19.2)	-51.0%	18.5	56.2	303.5%	74.7
26 Acquisitions	13.0	17.2	132.3%	30.2	(30.2)	-100.0%	-
27 Total Uses	\$ 164.1	\$ 40.0	24.4%	\$ 204.0	\$ (2.6)	-1.3%	\$ 201.4
<u>Total Operating, Restricted and Capital Budget</u>							
28	\$ 1,350.7	\$ 80.9	6.0%	\$ 1,431.6	\$ 83.8	5.9%	\$ 1,515.5

University of Houston
Table 2 - Operations

Source of Funds	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 146,425,466	\$ 6,092,495	4.2%	\$ 152,517,961
Special Items	13,625,507	10,606,631	77.8%	24,232,138
National Research University Fund	5,300,000	2,550,860	48.1%	7,850,860
State Benefits Appropriation	35,262,263	692,102	2.0%	35,954,365
Subtotal State General Revenue Appropriations	200,613,236	19,942,088	9.9%	220,555,324
Tuition and Fees				
Consolidated Tuition & Fees	84,566,315	2,965,859	3.5%	87,532,174
Lab/other Student Fees	84,217	85,886	102.0%	170,103
Subtotal Tuition and Fees	84,650,532	3,051,745	3.6%	87,702,277
HEAF	52,770,054			52,770,054
Indirect Cost	1,238,909			1,238,909
Income on State Treasury Deposits	595,380	690,683	116.0%	1,286,063
Subtotal General Funds	339,868,111	23,684,516	7.0%	363,552,627
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	358,015,880	18,832,554	5.3%	376,848,434
Voluntary Fees	19,930,276	378,020	1.9%	20,308,296
Subtotal Tuition and Fees	377,946,156	19,210,574	5.1%	397,156,730
Indirect Cost	18,004,283	485,082	2.7%	18,489,365
Investment Income on Non-Endowed Funds	2,859,671	647,394	22.6%	3,507,065
Endowment Income	7,364,911	15,373	0.2%	7,380,284
Contracts / Grants / Gifts	260,000			260,000
Intellectual Property Management	45,300,000	11,200,000	24.7%	56,500,000
Arte Publico/Opt Clinic/Self Supp Org	21,826,869	2,148,338	9.8%	23,975,207
Aux Admin Chg/Other	4,700,000			4,700,000
Subtotal Designated Funds	478,261,890	33,706,761	7.0%	511,968,651
Auxiliary Enterprises				
Student Fees				
Student Service Fee	23,283,670	(15,010)	-0.1%	23,268,660
Recreation and Wellness Center	9,171,425	71,875	0.8%	9,243,300
University Center Fees	12,367,962	151,928	1.2%	12,519,890
Subtotal Student Fees	44,823,057	208,793	0.5%	45,031,850
Sales & Service - Student Housing	41,328,767	828,285	2.0%	42,157,052
Sales & Service - Parking	18,075,715	1,342,942	7.4%	19,418,657
Sales & Service - Athletics/Hotel/Other	64,142,661	16,782,260	26.2%	80,924,921
Subtotal Auxiliary Funds	168,370,200	19,162,280	11.4%	187,532,480
Total Current Operating Funds	986,500,201	76,553,557	7.8%	1,063,053,758
Interfund Transfer	(8,000,000)	(4,000,000)	50.0%	(12,000,000)
Total Sources	\$ 978,500,201	\$ 72,553,557	7.4%	\$ 1,051,053,758
Use of Funds by Object				
Salaries and Wages	\$ 436,435,735	\$ 42,832,900	9.8%	\$ 479,268,635
Benefits	108,852,252	6,285,784	5.8%	115,138,036
M&O	218,259,056	7,021,080	3.2%	225,280,136
Capital	50,551,535	(3,427,588)	-6.8%	47,123,947
Scholarships	74,465,978	9,450,789	12.7%	83,916,767
Debt Service	62,791,579	11,253,121	17.9%	74,044,700
Utilities	27,144,066	(862,529)	-3.2%	26,281,537
Total Uses	\$ 978,500,201	\$ 72,553,557	7.4%	\$ 1,051,053,758

University of Houston
Table 3 - Restricted

Source of Funds	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 102,543,204			\$ 102,543,204
Financial Aid	89,868,083	6,198,015	6.9%	96,066,098
Houston Public Media	2,147,791	(184,120)	-8.6%	1,963,671
Gifts	37,221,491	7,415,609	19.9%	44,637,100
Endowment Income	16,382,378	329,478	2.0%	16,711,856
Other Restricted	959,906	149,000	15.5%	1,108,906
Total Current Operating Funds	249,122,853	13,907,982	5.6%	263,030,835
Total Sources	\$ 249,122,853	\$ 13,907,982	5.6%	\$ 263,030,835
Use of Funds by Object				
Salaries and Wages	\$ 54,956,361	\$ 4,258,074	7.7%	\$ 59,214,435
Benefits	10,526,048	271,061	2.6%	10,797,109
M&O	66,939,950	3,582,080	5.4%	70,522,030
Capital	6,862,606	585,764	8.5%	7,448,370
Scholarships	109,494,404	5,203,504	4.8%	114,697,908
Utilities	343,484	7,499	2.2%	350,983
Total Uses	\$ 249,122,853	\$ 13,907,982	5.6%	\$ 263,030,835

University of Houston

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2020 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Health & Bio Science 2	\$ 156,329,866	\$ 2,000,000	\$ -	\$ 158,329,866	\$ 68,732,115	\$ 89,492,992	\$ 104,760	\$ -
Quad Housing Replacement	54,359,325	29,640,675	40,000,000	124,000,000		124,000,000		
Garage #5	39,650,030	20,000,000		59,650,030		58,650,030	1,000,000	
Ace Institute	363,853	2,000,000	436,147	2,800,000			1,500,000	1,300,000
Garage #6	6,800,000	51,000,000		57,800,000		57,800,000		
College of Medicine	3,018,110	22,000,000	54,981,890	80,000,000	80,000,000			
Subtotal New Construction	\$ 260,521,184	\$ 126,640,675	\$ 95,418,037	\$ 482,579,897	\$ 148,732,115	\$ 329,943,022	\$ 2,604,760	\$ 1,300,000
Major Repair and Rehabilitation								
Cougar Sub Station Project	\$ 23,734,869	\$ 265,131	\$ -	\$ 24,000,000	\$ 24,000,000	\$ -	\$ -	\$ -
HVAC SERC	1,151,124	4,500,000	3,348,876	9,000,000	9,000,000			
Science Building Renovation	3,909,931	12,590,069		16,500,000	16,500,000			
Melcher Pool	1,607,161	14,142,839		15,750,000	15,750,000			
Life Sciences Renovations - TMC Building	-	800,000		20,000,000	15,000,000			5,000,000
Core Renovations - Science and Research 1	3,203,275	13,796,725	15,000,000	32,000,000	32,000,000			
Core Renovations - Roy G. Cullen	471,968	16,650,265		17,122,233	17,122,233			
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		12,000,000		12,000,000	12,000,000			
Subtotal Major Repairs & Rehabilitation	\$ 34,078,328	\$ 74,745,029	\$ 37,548,876	\$ 146,372,234	\$ 141,372,233	\$ -	\$ -	\$ 5,000,000
Total	\$ 294,599,513	\$ 201,385,704	\$ 132,966,914	\$ 628,952,130	\$ 290,104,348	\$ 329,943,022	\$ 2,604,760	\$ 6,300,000

(1) Project expenditures to date, estimated through August 31, 2019

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

Employee Classification	FY2019 Budget	-----Change-----		FY2020 Budget
		FTE	Percent	
Faculty	1,410	66	4.7%	1,476
Part-time Faculty	951			951
Professional Staff	1,633	133	8.1%	1,766
Classified Staff	1,892			1,892
Temporary Staff	760			760
Total	6,646	199	3.0%	6,845

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

	FY2016 Actuals	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	FY20 vs FY19 Change
Semester Credit Hours						
Lower Division	486,881	496,196	511,482	531,619	547,568	15,949
Upper Division	395,523	420,981	443,625	454,297	467,926	13,629
Masters	88,583	88,243	90,033	95,655	96,612	957
Doctoral	32,751	29,158	29,856	30,506	30,811	305
Special Professional	54,756	55,681	56,495	58,750	59,338	588
Total	1,058,494	1,090,259	1,131,491	1,170,827	1,202,254	31,427
Semester Credit Hours-On/Off Campus						
On Campus	813,930	827,961	294,288	919,099	943,769	24,670
Off Campus	244,564	262,298	837,203	251,728	258,485	6,757
Total	1,058,494	1,090,259	1,131,491	1,170,827	1,202,254	31,427
Fall Headcount	42,704	43,774	45,364	46,324	47,714	1,390
Fall FTE	34,847	35,795	37,335	38,117	39,261	1,144

University of Houston
Table 7 - Allocation of Student Service Fees

Sources	FY2019 Budget	Change		FY2020 Budget
		Dollars	Percent	
Current Year Revenue	\$ 23,283,670	\$ (15,010)	-0.1%	\$ 23,268,660
Budgeted Fund Balance	1,304,607	799,853	61.3%	2,104,460
Total Sources	\$ 24,588,277	\$ 784,843	3.2%	\$ 25,373,120
Allocations				
A.D. Bruce Religion Center	\$ 217,443	\$ 3,824	1.8%	\$ 221,267
Activities Funding Board	181,120			181,120
Band Program/Spirit Squad	286,400			286,400
Blaffer Gallery	21,500			21,500
Business Services	841,776	25,284	3.0%	867,060
Center for Student Involvement (CSI)	773,546	19,640	2.5%	793,186
Campus Recreation	302,493			302,493
Center for Diversity & Inclusion (CDI)	254,671	3,942	1.5%	258,613
Center for Fraternity & Sorority Life (CFSL)	348,323	10,395	3.0%	358,718
Center for Student Media (CSM)	197,276	3,535	1.8%	200,811
Center for Students with Disabilities (CSD)	372,652	14,085	3.8%	386,737
Children's Learning Center	113,329			113,329
Coog Radio	34,987			34,987
Cougars in Recovery	81,124	1,705	2.1%	82,829
Council for Cultural Activities	155,760			155,760
Counseling & Psych. Svcs.	2,116,117	51,641	2.4%	2,167,758
Dean of Students Office	1,116,663	35,784	3.2%	1,152,447
Speech & Debate	39,992			39,992
Frontier Fiesta	173,260			173,260
Health Center	1,978,753			1,978,753
Homecoming	70,879			70,879
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,561,531	6,113	0.2%	3,567,644
Intercollegiate Athletics-Basketball Dev Facility	811,792	(3,850)	-0.5%	807,942
LGBTQ Center	144,100	2,366	1.6%	146,466
Metropolitan Vol. Prog.	75,003			75,003
Student Affairs Information Technology (DSAIT)	929,519	33,661	3.6%	963,180
Student Center	552,391	10,625	1.9%	563,016
Student Government Association	150,452	1,007	0.7%	151,459
Student Program Board	160,591			160,591
Student Video Network	78,378			78,378
The Cougar	49,833			49,833
UH Wellness	316,622	13,838	4.4%	330,460
Univ. Career Services	1,084,547	33,126	3.1%	1,117,673
Urban Experience	167,823	6,742	4.0%	174,565
Veterans Svc. Office	251,995	6,195	2.5%	258,190
Vice President for Student Affairs	1,245,094	59,492	4.8%	1,304,586
SFAC Operating	7,000			7,000
Salary Mandate & Adjustments	250,000			250,000
FY19 Allocation of FY18 mid year Merit	168,977	(168,977)	-100.0%	
SSF Unallocated Reserve	496,858	462,892	93.2%	959,750
CAPS Fund Balance		151,778		151,778
Total Allocations	\$ 24,588,277	\$ 784,843	3.2%	\$ 25,373,120

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

	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 4,355,562	\$ 144,750	3.3%	\$ 4,500,312
University Mkt, Comm & Media	5,142,999	71,631	1.4%	5,214,630
University Advancement	14,057,598	182,152	1.3%	14,239,750
Student Affairs	110,854,137	705,857	0.6%	111,559,994
Research Division	65,250,472	15,067,785	23.1%	80,318,257
Academic Affairs				
Office of the Provost	54,588,171	3,043,875	5.6%	57,632,046
Library	20,781,880	169,015	0.8%	20,950,895
Architecture	6,624,354	304,356	4.6%	6,928,710
Business Administration	44,065,451	707,566	1.6%	44,773,017
Education	16,078,086	1,001,496	6.2%	17,079,582
Engineering	39,342,972	751,211	1.9%	40,094,183
Hotel & Restaurant Management	13,447,288	183,813	1.4%	13,631,101
Law	24,775,402	640,249	2.6%	25,415,651
Liberal Arts and Social Sciences	57,488,013	1,048,454	1.8%	58,536,467
The College of Arts	15,718,771	288,745	1.8%	16,007,516
Natural Sciences & Mathematics	57,237,157	1,375,065	2.4%	58,612,222
Optometry	22,296,420	151,782	0.7%	22,448,202
Pharmacy	20,812,249	(222,952)	-1.1%	20,589,297
Social Work	5,303,361	111,191	2.1%	5,414,552
Technology	16,839,235	1,159,253	6.9%	17,998,488
School of Nursing	3,570,675	21,301	0.6%	3,591,976
Honors	5,250,439	446,832	8.5%	5,697,271
Subtotal Academic Affairs	\$ 424,219,924	\$ 11,181,252	2.6%	\$ 435,401,176
College of Medicine		10,000,000	na	10,000,000
Administration and Finance	117,008,050	3,475,445	3.0%	120,483,495
Institutional Initiatives Reserve	12,166,933	290,926	2.4%	12,457,859
Utilities	27,138,036	(855,785)	-3.2%	26,282,251
Staff Benefits	52,923,329	5,521,592	10.4%	58,444,921
Athletics	34,886,912	15,444,028	44.3%	50,330,940
Institutional Reserves	19,452,587	2,278,019	11.7%	21,730,606
Capital Reserve	26,312,457	(711,540)	-2.7%	25,600,917
Debt Service	62,791,579	11,253,121	17.9%	74,044,700
System Service Charge	1,939,626	(1,495,676)	-77.1%	443,950
Total Uses	\$ 978,500,201	\$ 72,553,557	7.4%	\$ 1,051,053,758

University of Houston

Note to Table 3: Restricted Expenditures By Organization

	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 93,264	\$ (123)	-0.1%	\$ 93,141
University Advancement	200,804	(20,488)	-10.2%	180,316
Student Affairs	92,608,016	6,429,884	6.9%	99,037,900
Research Division	6,554,480	44,767	0.7%	6,599,247
Academic Affairs				
Office of the Provost	1,585,437	84,898	5.4%	1,670,335
Library	373,080	(441)	-0.1%	372,639
Architecture	564,248	(11,637)	-2.1%	552,611
Business Administration	11,078,063	(94,662)	-0.9%	10,983,401
Education	6,607,063	80,807	1.2%	6,687,870
Engineering	26,510,593	(80,140)	-0.3%	26,430,453
Hotel & Restaurant Management	3,092,450	(582,119)	-18.8%	2,510,331
Law	2,868,783	(72,683)	-2.5%	2,796,100
Liberal Arts and Social Sciences	12,662,744	(315,375)	-2.5%	12,347,369
The College of Arts	4,017,350	(45,041)	-1.1%	3,972,309
Natural Sciences & Mathematics	32,050,662	(367,528)	-1.1%	31,683,134
Optometry	6,974,955	269,389	3.9%	7,244,344
Pharmacy	7,470,078	13,691	0.2%	7,483,769
Social Work	5,352,304	32,550	0.6%	5,384,854
Technology	1,997,869	(18,036)	-0.9%	1,979,833
School of Nursing	448,351	66,204	14.8%	514,555
Honors	1,217,895	144,624	11.9%	1,362,519
Subtotal Academic Affairs	\$ 124,871,925	\$ (895,499)	-0.7%	\$ 123,976,426
College of Medicine		30,106		30,106
Administration and Finance	2,789,512	3,519	0.1%	2,793,031
Houston Public Media	14,667,667	1,501,037	10.2%	16,168,704
Athletics	6,993,701	6,807,280	97.3%	13,800,981
Utilities	343,484	7,499	2.2%	350,983
Total Uses	\$ 249,122,853	\$ 13,907,982	5.6%	\$ 263,030,835

UNIVERSITY of HOUSTON
MANUAL OF ADMINISTRATIVE POLICIES AND PROCEDURES

SECTION: Academic Affairs
AREA: Faculty Development

Number: 12.05.01

SUBJECT: University of Houston Faculty Workload Policy

I. PURPOSE AND SCOPE

A. Faculty members play a fundamental role in advancing the instructional and research mission of the university while fostering and ensuring student success. The courses the faculty design, the classes they offer, the learning environment they create, the instructional methods they employ, the research they conduct, the creative works they produce, the service they provide, and their professional engagement with students inside and outside of the classroom, including advising, are all important components of faculty workload.

B. [Texas Education Code, Section 51.402](#) requires that each institution of higher education develop and recommend general policies and standard reports for academic faculty workloads and services. The University recognizes that classroom teaching, basic and applied research, and professional development are important elements of faculty workload. This policy provides the appropriate weight to each activity when determining the standards for faculty academic workload.

Pursuant to [Texas Education Code, Section 51.402](#) and University of Houston System (UHS) [Board of Regents Policy 21.05](#), this MAPP establishes the general workload policy for all faculty members employed at the University of Houston and is designed to ensure a fair and equitable distribution of faculty workload in meeting the mission and operational needs of academic units.

C. This policy also establishes the annual reporting requirements to the UHS Board of Regents concerning faculty workload. As part of those requirements, each department chair and college dean must certify that the duties of each faculty member constitute an appropriate workload responsibility in accordance with the following requirements documented in MAPP 12.05.01.

II. POLICY

A. Although 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/instructional load. However, consistent with the institutional mission of the University of Houston as a nationally competitive, research-intensive university, annual faculty workload expectations will be aligned with those found at similar institutions.

B. In order to achieve maximum effectiveness, the university administration will provide department chairs (or equivalent unit administrators) the flexibility to adjust each individual faculty member's teaching/instructional assignments in order to meet the student enrollment needs and research goals of the unit.

- C. Regardless of the type of faculty appointment held, faculty workload at the University of Houston involves a range of activities that normally fall into one or more of three (3) standard workload domains: research/scholarship, student teaching/instruction, and service to the university or profession that also includes faculty professional development activities of value to the institution.

Faculty members may meet their overall annual workload commitment by combining a variety of work-related activities drawn from any of these standard workload domains, with the collective activities from these workload domains comprising the academic workload of the faculty member.

- D. While faculty workload assignments may differ depending on the academic discipline and the specific workload expectations of their academic unit, overall workload should be reflective of the primary professional responsibilities of the faculty appointment held, including fulfilling any minimum teaching/instructional responsibilities associated with that appointment.

III. GUIDING PRINCIPLES FOR WORKLOAD ASSIGNMENT

Although faculty workload assignments may differ between academic units, this policy requires that decisions concerning an individual faculty member's annual workload be consistent with the following principles:

- A. Faculty workload assignments will be determined at the unit or departmental level and will reflect the faculty workload expectations of the department and/or college for the type of faculty appointment which the faculty member holds.
- B. Meeting the teaching and instructional needs of the unit and/or department will take highest priority when determining faculty workload assignments.
- C. To meet the operational needs of the academic unit, an individual faculty member's workload may be differentially distributed across any of the three standard workload domains consistent with the type of faculty appointment held.
- D. Based on departmental/college expectations, individual faculty workload may be differentially distributed across workload domains to take into consideration the extent of a faculty member's research and creative activities, faculty rank and/or their career stage.
- E. Determination of an individual faculty member's annual workload resides ultimately with the chair or director of the department/academic unit with oversight from the dean.

IV. ADMINISTRATIVE OVERSIGHT OF WORKLOAD ASSIGNMENT

- A. As part of their responsibility in setting annual faculty workload assignments, a department chair (or equivalent unit administrator) may modify an individual faculty member's percent (%) effort in one or more of the three (3) standard workload domains in order to meet the operational needs of the unit. In addition, a department chair may modify an individual faculty member's percent (%) effort in one or more workload domains to address concomitant changes in effort in any other workload domain.
- B. However, regardless of the differential distribution of effort across workload domains, department chairs must certify that an individual faculty member's overall total annual workload (i.e., 100 percent effort) meets the expectations of the department and/or college for the type of faculty appointment held.

V. WORKLOAD ASSIGNMENT CONSIDERATIONS

- A. When appropriate, department chairs may temporarily reduce the percent (%) effort expended in the teaching/instructional or service domains to compensate for increased concomitant effort in the research/scholarship domain. Conversely, when appropriate, directors and/or department chairs may require an increase in percent (%) effort in the teaching/instructional and/or service domains to compensate for a concomitant reduction in effort in the research and scholarship domain. Departments are reminded that regardless of workload distribution, full-time employees are expected to work not less than 40 hours a week pursuant to [Texas Government Code, § 658.002](#). However, in the case of faculty members, there is no expectation that the entire workload occur only on campus, during business hours or during the normal work-week.
- B. Other factors that may also be taken into consideration by the department chair when setting an appropriate annual workload for an individual faculty member include, but are not limited to, the following:
- 1) Providing protected time for a faculty member to fulfill the obligations stipulated by sponsors who provide external funding support for research/scholarship activities;
 - 2) Reduced teaching/instructional responsibilities for early career tenure-track faculty to establish their research and scholarship base;
 - 3) Differences in the normal level of effort associated with instructional responsibilities related to large or small class sizes, laboratory classes, coordination of several sections of the same class;
 - 4) Development of new instructional materials, new classes or major course revisions; and
 - 5) Instruction and supervision of master's or doctoral level students.
- C. It is expected that any compensatory modifications in the distribution of percent (%) effort described above will be made in consultation with the individual faculty member. However, department chairs and/or directors may unilaterally require such compensatory modifications. Any such unilateral modification in an individual faculty member's workload should not extend beyond one academic year without supporting documentation and the written approval of the Dean.

VI. DISPUTING WORKLOAD ASSIGNMENTS

Individual faculty members have the right to dispute their assigned workload by first discussing their workload with their department chair or immediate unit level supervisor. The faculty member may subsequently appeal any decision by their unit supervisor to their appropriate college grievance committee, then to their dean; and finally by initiating a university level grievance as provided in the [UH Faculty Grievance Policy](#). Until any grievance has been fully resolved, the terms of the original workload assignment being grieved will remain in effect.

VII. WORKLOAD CERTIFICATION PROCEDURES

- A. Regardless of the final distribution of annual faculty workload across workload domains, each individual faculty member's assignments will in aggregate meet the overall 9-month

academic year workload expectation set by the department and/or college for the particular faculty appointment/rank held.

- B. As required under [Texas Education Code, Section 51.402](#), the institution shall report and certify, at the department/unit level, the academic duties and services that each individual faculty member has fulfilled for their annual workload commitment for the 9-month academic year. Annual faculty workload certification will take the form of a standardized report submitted by each department chair (or equivalent unit administrator) to their Dean by May 30 of each year. Each Dean will be responsible for collating these departmental reports and forwarding the documentation to the Associate Provost for Faculty Development and Faculty Affairs no later than June 30 of each year.
- C. In accordance with the statute, the Associate Provost for Faculty Development and Faculty Affairs has been designated as the institutional official responsible for monitoring faculty workloads, preparing an annual faculty workload report and submitting this report to the Provost for subsequent certification by the President. This report will then be filed with the UH System Board of Regents no later than 30 days after the end of the academic year (30 days after August 31 of each year). In addition, a copy of this faculty workload policy (MAPP 12.05.01) will be reported to the Texas Higher Education Coordinating Board and included in the operating budget of the University.

VIII. DATA REPORTING REQUIREMENTS

- A. The annual faculty workload report to the UH System Board of Regents will consist of the following data for each faculty member employed during the long semesters of the previous academic year:
 - 1) Faculty member name;
 - 2) Faculty title/appointment(s);
 - 3) Faculty Rank;
 - 4) Full time/part-time status;
 - 5) The percent (%) effort expended in each applicable work-load domain;
 - 6) The number and type of classes (i.e., undergraduate versus graduate, organized versus non-organized) taught during the 9-month academic year;
 - 7) A pro-rated 9-month academic base salary (or total salary for part-time employees); and
 - 8) The source of funds from which the salary was paid.
- B. Departments will receive a standard report pre-populated with all data listed above except for Section VIII.A.5 (i.e., percent effort in each workload domain) which is to be entered into the report by the department chair. Once completed, the department chair will review the report and certify that each faculty member has fulfilled their annual workload commitment for the 9-month academic year.
- C. The completed departmental report will then be sent to the dean who will collate all departmental reports into a single college level report for submission to the Associate Provost for Faculty Development and Faculty Affairs.

IX. REVIEW AND RESPONSIBILITY

Responsible Party: Senior Vice President for Academic Affairs and Provost

Review: Every five years on or before August 31

X. APPROVAL

Paula M. Short

Senior Vice President for Academic Affairs and Provost

Renu Khator

President

Date of President's Approval: _____ May 24, 2018

XI. REFERENCES

[Texas Education Code, § 51.402](#)

[Texas Government Code, § 658.002](#)

[UH Faculty Grievance Policy](#)

REVISION LOG

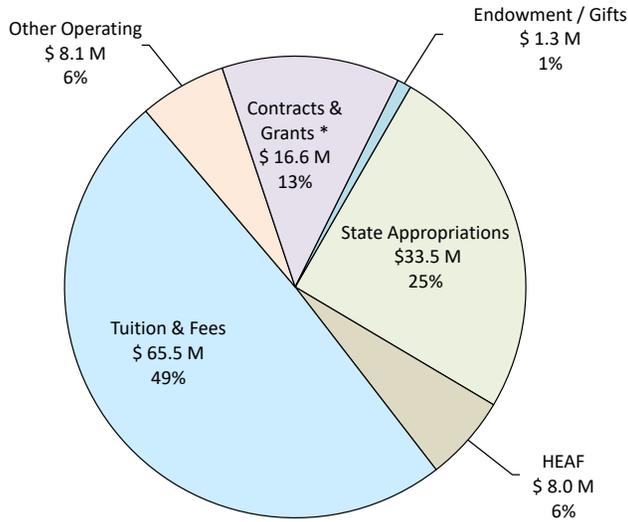
Revision Number	Approved Date	Description of Changes
1	05/24/2018	Initial version

UH-Clear Lake Budget

FY2019

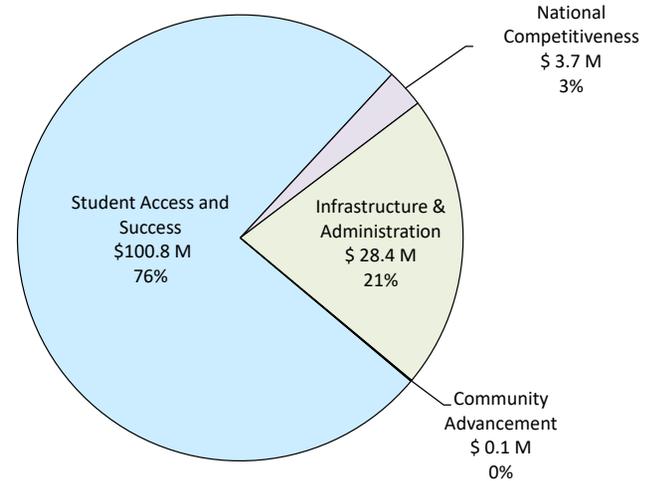
08/06/19

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$133.0 Million

Operating Budget Use of Funds



Total \$133.0 Million

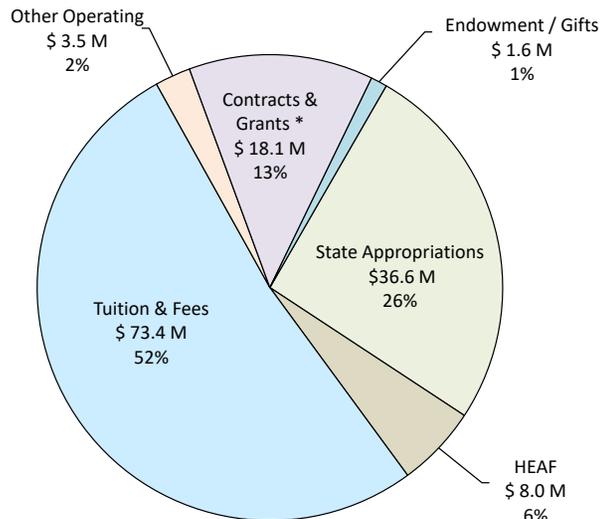
Total Budget

	\$ Millions
Operating Budget	\$ 133.0
Capital Facilities	37.4
Total	\$ 170.4

FY2020

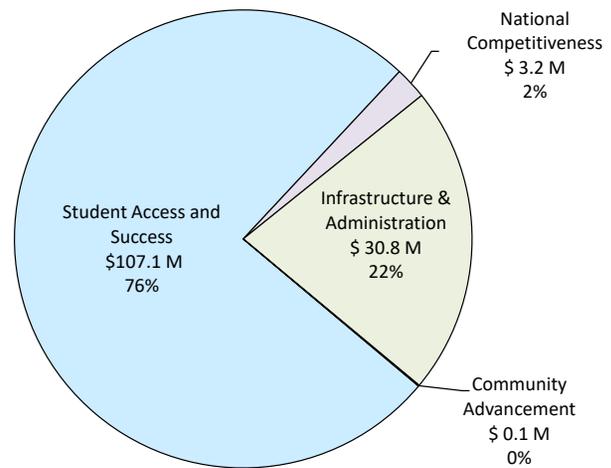
4.1

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$141.2 Million

Operating Budget Use of Funds



Total \$141.2 Million

Total Budget

	\$ Millions
Operating Budget	\$ 141.2
Capital Facilities	3.2
Total	\$ 144.4

UHCL Executive summary 20

UH-Clear Lake Operating Budget
Revenues FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 State Appropriations	\$ 36.4	\$ 36.7	\$ 34.0	\$ 33.5	\$ 36.6
2 HEAF	5.3	8.0	8.0	8.0	8.0
3 Tuition & Fees	70.5	69.0	67.5	65.5	73.4
4 Other Operating	3.0	3.0	10.7	8.1	3.5
5 Contracts & Grants *	15.7	15.9	18.8	16.6	18.1
6 Endowment / Gifts	1.1	1.3	1.5	1.3	1.6
7 Total	<u>\$ 132.0</u>	<u>\$ 133.9</u>	<u>\$ 140.5</u>	<u>\$ 133.0</u>	<u>\$ 141.2</u>

* Includes Federal financial aid

UH-Clear Lake Operating Budget
Expenditures FY2016 - FY2020
 \$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 Student Access and Success	\$ 98.0	\$ 101.9	\$ 102.6	\$ 100.8	\$ 107.1
2 National Competitiveness	1.9	2.0	1.8	3.7	3.2
3 Infrastructure & Administration	23.8	30.3	21.5	28.4	30.8
4 Community Advancement	0.8	0.2	-	0.1	0.1
5 Total	<u>\$ 124.5</u>	<u>\$ 134.4</u>	<u>\$ 125.9</u>	<u>\$ 133.0</u>	<u>\$ 141.2</u>

**University of Houston-Clear Lake
FY2020 Operating Budget Expenditures by Function**

08/06/19

4.4

UHCL Executive summary 20

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction (A)	Research (B)	Academic Support (D)	Subtotal	Public Service (C)	Student Services (E)	Institutional Support (F)	Physical Plant (G)	Scholarships & Fellowships (H)	Auxiliary Enterprises (I)	FY 2020 Total	FY 2019 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 369,000	\$ -	\$ -	\$ 10,000	\$ 379,000	395,000
2 Tenure Track Faculty	22,967,347		81,789	23,049,136							23,049,136	22,530,261
3 Non-Tenure Track Faculty	2,686,265		-	2,686,265							2,686,265	911,939
4 Adjunct Faculty	1,125,586		5,000	1,130,586							1,130,586	2,915,912
5 Graduate Assistant	557,238		137,852	695,090						5,000	700,090	805,093
6 Exempt Staff	2,263,947	1,746,829	7,340,497	11,351,273		2,660,351	7,317,657	646,779		2,533,473	24,509,533	23,758,504
7 Non-Exempt Staff	1,302,353	233,198	1,751,243	3,286,794		1,222,491	2,947,538	2,028,471		925,166	10,410,460	9,889,891
8 Student Employees	82,556		741,118	823,674		225,395	38,414			-	703,437	1,790,920
9 Summer Instruction Salaries	1,707,883		3,000	1,710,883							1,710,883	1,753,989
10 Benefits	8,625,844	356,296	2,886,893	11,869,033		1,326,625	4,099,228	902,706		961,314	19,158,906	18,270,665
11 Subtotal	41,319,019	2,336,323	12,947,392	56,602,734		5,434,862	14,402,837	3,577,956		5,128,390	85,146,779	81,851,046
12 Capital			2,696,814	2,696,814		100,000	266,542	67,059			3,130,415	3,112,278
13 M&O	1,388,541	882,346	4,800,866	7,071,753	93,585	1,776,944	5,744,300	1,619,044		1,681,442	17,987,068	17,008,878
14 Travel & Business Expense	90,636	9,562	299,523	399,721	7,615	28,868	184,173	9,792		182,464	812,633	1,038,637
15 Debt Service								2,310,232		3,330,409	5,640,641	4,420,806
16 Utilities								2,224,401		303,829	2,528,230	2,817,330
17 Scholarship & Fellowship				-					25,560,981		25,560,981	22,367,763
18 Subtotal	1,479,177	891,908	7,797,203	10,168,288	101,200	1,905,812	6,195,015	6,230,528	25,560,981	5,498,144	55,659,968	50,765,692
19 Total Expenditure Budget	\$ 42,798,196	\$ 3,228,231	\$ 20,744,595	\$ 66,771,022	\$ 101,200	\$ 7,340,674	\$ 20,966,852	\$ 9,808,484	\$ 25,560,981	\$ 10,636,534	\$ 141,185,747	\$ 133,011,738

UHCL Mission Statement

“The University of Houston-Clear Lake places its highest priority on serving a diverse body of students in every aspect of their university experience. UHCL’s teacher scholars provide high quality, student-centered undergraduate and graduate programs that prepare students to thrive in a competitive workplace and to make meaningful contributions to their communities. UHCL fosters critical thinking and lifelong learning through a strong legacy of vibrant community partnerships complementing its historical focus on teaching, research, creative activity, and service.”

UHCL is further defining our mission by embarking on a comprehensive Strategic Planning Process beginning in 2018 and completing in 2020, with our most recent milestone being that our Mission, Vision, and Values Statements were adopted by the UHS Board of Regents on May 16, 2019. The planning and work required to develop our plan will bring clarity to our efforts and build a complete team to achieve our goals.

UHCL Goals

UHCL is in the process of developing goals and initiatives as it completes its vital Strategic Planning Process around five Core Themes:

- Ensuring Academic Excellence that promotes student achievement and national recognition
- Instilling practices that fortify our financial stability, ensuring the continued success of institutional objectives and the strong development of infrastructure and administration
- Building and nurturing strong community partnerships that support student success, academic excellence, and community advancement
- Investing in human capital, critical to the achievement of UHS priorities and institutional goals
- Developing and achieving a transformative student experience, built upon academic and research excellence and student access and success

UHCL opened the new Science, Technology, Engineering, and Mathematics Classroom (STEM) building at the start of AY2018-2019. This new academic building supports, among other programs, the new Mechanical Engineering program. That progress has already doubled enrollment projections and is a part of the significant growth in undergraduate enrollment UHCL is experiencing in the science and technology fields. Also opened in AY2018-19 was the new Recreation and Wellness Center. That building supports growing academic fields in Exercise and Health Sciences, and Fitness and Human Performance, as well as providing a critical student engagement and interaction facility. Lastly, UHCL opened the new Health Sciences and Classroom Building, enabling the growth in critical health science programming and the strengthening of our 2+2 and the Houston Guided Pathways to Success (GPS) partnership with Alvin Community College. This partnership is essential to the success of our students.

UHCL Planning Process

The planning process at UHCL includes strategic planning, collaboration between the divisions of Academic Affairs, Student Affairs, Business Affairs, and University Advancement, as well as budgeting, implementation, and assessment of outcomes. A recent internal audit from the University of Houston System noted the integration and effectiveness of the planning and budgeting process at UHCL.

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance Committee. UHCL's Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs and Vice President for Administration and Finance develop the university's priorities for funding which are then presented to the PBC for comment and feedback before being presented to the University Council for final consultation. Following this consultation, the President approved final funded priorities are presented at a campus wide presentation coordinated through the PBC.

The developing core themes of the university strategic planning and the University of Houston System's strategic priorities provide the impetus and direction for our planning and budgetary expenditures. Working in conjunction, our offices of Planning and Budget, Enrollment Management, and the Office of Institutional Effectiveness provide aligned measures that assess our progress and guide decisions. Among these measures are standardized metrics, portfolios, and periodic reports from each college and department. Senior leadership uses those data sets to inform decisions that will benefit the campus in its efforts to become more effective in meeting our goals and delivering on our mission.

UHCL begins this biennium experiencing substantial increased formula funding but also with remaining challenges to our non-formula supported funding. Significant enrollment growth in undergraduate students has generated additional formula funding. However, as the rate of that funding increased only minimally, the associated added costs of that enrollment growth will be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has temporarily stabilized, though the mix of students continues to shift toward resident students and away from international students. This is a challenge in the short run as it reduces tuition revenue and reduces a vital element of our on-campus diversity. Management action is in place to upturn our international enrollment. The challenges to our non-formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that funding of initiatives is connected to performance metrics, investment in infrastructure, and both strategic and operational reserves are preserved as we conduct our planning processes.

The major priorities to be addressed in Fiscal Year 2020 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 2020. The major priorities include:

1. Student Access and Success \$ 8,333,424
 - New Faculty
 - New Staff positions and priority one related Staff Equity Increases
 - Enrollment Management Services
 - University Advancement Support
 - Student Internship Opportunities
 - Hunter Hall
 - Student Services
 - Instructional Support
 - Recreation and Wellness Center Debt Service
 - STEM Building Debt Service
 - Pearland Lease

2. Academic and Research Excellence, National Competitiveness \$ 3,057,640
 - Faculty Distinctions
 - Teaching and Research Resources
 - New Advancement Staff
 - New AVP, Strategic Information Initiatives & Technology
 - Faculty Equity Increases

3. University Infrastructure and Administration \$ 4,261,854
 - Operations and Administrations Support
 - Strategic Planning
 - Title IX Compliance
 - Priority three related Staff Equity Increases
 - Professional Development
 - Campus Facilities
 - University Computing Technology
 - Capital Renewal and Deferred Maintenance

4. Community Advancement \$ 91,200
 - Counseling and Training Clinic at UHCL Pearland
 - Development of Strategic Partnerships

University of Houston Clear Lake

FY 2020 Budget – Reallocations and Reductions

The FY2020 budget represents the final installment of a 3-year budget reduction plan that resulted from a significant decline in international graduate enrollment and state appropriations reduction to non-formula items starting in FY18. There are indications of stabilization to graduate enrollment rates however, funding has not been fully restored. The tables below reflect reallocations and reductions that ensure financial stability, addresses a \$5 million budgetary deficit, and facilitates investing in university priorities.

REALLOCATIONS

Base funded items were identified that could be shifted to decentralized funding sources to assist with the funding of initiatives.

DESCRIPTION	AMOUNT	EXPLANATION	
DEPARTMENT REALLOCATIONS	\$ 282,822	To reduce base funded items, primarily in the Colleges, ongoing operations were shifted from State and Designated tuition to Differential tuition sources	A-B1
TOTAL REALLOCATIONS	\$ 282,822		

REDUCTIONS

Base reductions were made with recommendations from the Vice Presidents and the approval of the President.

DESCRIPTION	AMOUNT	EXPLANATION	
DEPARTMENT	(\$ 1,665,407)	All divisions participated in an across the board 3% reduction, including the President’s Office, Academic Affairs, Student Affairs, and Business Affairs	A-B2
STATE APPROPRIATED BENEFITS	(38,700)	Reduction to appropriations for group health insurance.	A-B3
TOTAL REDUCTIONS	(\$ 1,704,107)		

TOTAL REALLOCATIONS/REDUCTIONS (\$ 1,421,285) *App A-B4*

Priority 1. Student Success

Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our fifth year as a four-year university, in fall 2018, UHCL enrolled 305 first-time-in-college (FTIC) students, 32 freshmen transfers, and 179 sophomores. Our FTIC students came from over 74 high schools with an average grade point of 3.3 and an average SAT of 1121. This represented both an increase in the breadth of where new students came from and their entrance scores. Of the 306 FTICs, 53 percent were female, 47 percent were male and their enrollment status was 82 percent full-time and 18 percent part-time students. This marks a continuation of the trend to increasingly part-time students as they struggle with the challenges of the cost of higher education. For the freshman class, the top majors were biology, mechanical engineering, fitness and human performance, management, pre-engineering, computer engineering, accounting, art and design, and criminology. Two programs, mechanical engineering and fitness and human performance were not previously in our top list owing to the opening of new academic facilities serving these programs this past year. Our retention rate for FTIC freshmen increased from 70 percent to 74 percent and our retention rate for first time transfer students was also strong at 82.8 percent.

For fall 2018, UHCL served a total of 9,040 students, up from 8,542 in fall 2017 and an enrollment high for UHCL, representing an increase of 5.14 percent. The increase occurred at the undergraduate level while graduate enrollment did stabilize following an enrollment drop in excess of 9 percent the preceding year. International graduate student enrollment remains down, at 462 for fall 2018 versus 811 in fall 2017. Resident graduate enrollment showed initial growth increasing from 1,805 in fall 2017 to 2,133 in fall 2018. Undergraduate enrollment was exceptionally strong in fall 2018 where UHCL experienced an increase from 5,982 in fall 2017 to 6,445 in fall 2018, primarily from increased transfer undergraduate students. Though as noted above, growth in our FTIC students has continued.

UHCL introduced two new programs in fall 2018. Mechanical engineering, as mentioned earlier, was introduced at the undergraduate level and is proving to be a popular program for students with enrollment of 105 students. The Masters of Arts in Teaching (MAT) was introduced at the graduate level and has experienced initial enrollment success. UHCL continues to partner with Alvin Community College (ACC) and offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region. The introduction of three new academic buildings has also proven to support student access and has contributed to our enrollment growth.

FY 2020 Budget Initiatives

- New Faculty Positions – New Resources \$ 864,018 *App A-C5*

To support recent enrollment growth, 6 new faculty positions have been approved for hire for the FY 2020 Academic Year.

- New Staff & Priority 1 Related Staff Equity Increases-New Resources \$1,225,712 *App A-C6*

This initiative includes necessary staff support for UHCL’s continuation of the Student Success Initiative and market equity adjustments for administrative and classified staff critical to support all students.

- Enrollment Management Services – New Resources \$ 877,844 *App A-C7*

Continuation of an initiative from the previous year, Enrollment Management will continue to receive support through our ongoing partnership with EAB and the Student Support Collaborative which is part of the Houston Guided Pathways to Success (GPS) and strategic partnerships with our local community colleges as well as efforts to increase non-resident enrollment. Additionally, this initiative includes increased set-asides for tuition waivers for our most needy students and additional academic advisors.

- University Advancement Support – New Resources \$ 118,050 *App A-C8*

Critical to the University’s ability to generate alumni and partnerships that generate sustainable giving in support of scholarships and other access initiatives, additional funding for University Advancement operations are included in the 2020 budget proposal.

- Student Internships – New Resources \$ 106,920 *App A-C9*

An essential element to student success is experiential learning opportunities. The capacity of UHCL to support intern opportunities and collaborate with both on-campus and UHCL’s community partners to support these experiences is critical. This initiative funds additional intern positions.

- Hunter Hall – New Resources \$ 1,590,699 *App A-C10*

In fall 2019, Hunter Hall, UHCL’s new Residence Hall will open with 289 beds in an array of dual and single room options. Targeting UHCL’s growing First Time in College (FTIC) students and capitalizing on our successful downward expansion, this auxiliary operation will provide an excellent complement to existing on-campus living options for our students.

- Student Services – New Resources \$ 299,949 *App A-C11*

To continue to support First Time in College (FTIC) enrollment, additional support and staffing has been added to Student Services to further promote not only recruitment, but critical retention and academic progress of undergraduate students. Specific elements such as tutoring support, counseling services, implementation of new crisis and conduct systems, and additional support for the Student Affairs offices make up this initiative.

- Instructional Support – HEAF \$ 940,000 *App B-1*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2020. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle.

- Recreation and Wellness Center Debt Service – HEAF \$ 766,538 *App B-2*

HEAF has funded approximately 23,000 square feet for the Exercise and Health Sciences program including labs, classrooms, and faculty offices.

- STEM Classroom Building Debt Service – HEAF \$ 704,958 *App B-3*

HEAF has supplemented the state TRB allocation in order to increase the building by 18,000 square feet. These funds provided additional teaching labs for biology, chemistry, mechanical engineering and a 120 seat auditorium style classroom.

- Pearland Lease – HEAF \$ 838,736 *App B-4*

This reflects the annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

Priority 1. Investment of Resources in FY 2020 Initiatives

	NEW RESOURCES	HEAF	TOTAL
NEW FACULTY	\$ 864,018		\$ 864,018
NEW STAFF & STAFF EQUITY INCREASES	1,225,712		1,225,712
ENROLLMENT MANAGEMENT SERVICES	877,844		877,844
UNIVERSITY ADVANCEMENT SUPPORT	118,050		118,050
STUDENT INTERNSHIPS	106,920		106,920
HUNTER HALL	1,590,699		1,590,699
STUDENT SERVICES	299,949		299,949
INSTRUCTIONAL SUPPORT		\$ 940,000	940,000
REC & WELLNESS CNTR DEBT PAYMENT		766,538	766,538
STEM BUILDING DEBT PAYMENT		704,958	704,958
PEARLAND LEASE		838,736	838,736
SUBTOTAL	\$ 5,083,192	\$ 3,250,232	\$ 8,333,424

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHCL continues to focus on the delivery of high-quality educational programs, which meet the needs of our students, employers, and community. One 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 (ABET), the Council for the Accreditation of Education Preparation (CAEP) , the State Board of Educator Certification

(SBEC), the American Psychological Association (APA), the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), the National Association of School Psychologists (NASP), the Council on Social Work Education (CSWE), the Accreditation Commission for Education in Nursing (ACEN), the Behavior Analysis Accreditation Board (BAAB), the Human Factors and Ergonomics Society (HFES), and the American Chemical Society (ACS). UHCL currently has 32 specialized accredited programs. In 2019, UHCL's Academics for Offenders Program received the Board of Regents' Academic Excellence Award in partnership with the Texas Department of Criminal Justice and Alvin Community College. The Board recognized the university's commitment since its inception in 1974 to serve "a diverse body of students in every aspect of their university experience." UHCL advanced two places tying for 61st among the 140 colleges and universities considered in the Best Regional Universities in the West by U.S. News and World Report. In the regional category, UH-Clear Lake ranked 17th place in Top Public Schools, 58th in Best Value Schools, and 31st in Best Colleges for Veterans. Nationally, UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list. In 2018, Washington Monthly ranked UHCL 5th nationally as the "Best Bang for the Buck" among Colleges in the south. These rankings reflect UHCL's ongoing commitment to offering outstanding, affordable educational opportunities to its students and the broader Houston-Galveston community.

UHCL continues to demonstrate applied research excellence in several areas. The Center for Autism and Developmental Disabilities (CADD) provides not only important services to families in the Houston-Galveston area but continues to receive extramural support from state and federal agencies. These funds support both the education and training of future health care providers and enable CADD faculty to continue to generate peer reviewed scholarship. The university also received external funding to support mental health first aid training in the community, in recognition of the strong academic and staff support that UHCL possesses in several related counseling fields. These represent just two examples of how UHCL faculty continue to generate new knowledge and thereby enhance the university's research excellence.

FY 2020 Budget Initiatives

- Faculty Distinctions – New Resources \$ 100,000 *App A-C13*
Promotions provide for faculty to the titles of associate professor and professor

- Teaching and Research Resources – New Resources \$ 80,915 *App A-C14*

This initiative supported expansion of the Business Affairs membership in EAB to the new Global Partnership model, giving access to best practices and proven academic affairs support. It also included support for UHCL's Center for Faculty Development, software support for the Neumann Library, and sustainability initiatives.

- Teaching and Research Resources – HEAF \$ 1,931,283 *App B-6*

In our continuing commitment to enhance teaching and research resources, these funds are used to support the maintenance of eBooks and electronic journals in the library and to

support faculty and staff in the four colleges. This supports the replacement and upgrade of all faculty and staff desktop computers on a four-year cycle.

- New University Advancement Staff – New Resources \$ 133,650 *App A-C15*

To continue to develop new resources and industry partnerships critical to the academic and research excellence priorities of UHCL, it is necessary to increase the engagement and fundraising profile of UHCL’s University Advancement Division.

- New Assoc. VP, Strategic Information Initiatives & Technology \$ 234,000 *App A-C16*

Pulling innovative STEM programming, technology, and strong industry engagement, this initiative builds upon UHCL’s strategic partnerships to strengthen academic and research opportunities for students and strengthen these same connections for faculty to create opportunities across the entire campus.

- Faculty Equity Increases – New Resources \$ 577,792 *App A-C17*

In order to attract and retain the highly qualified faculty necessary to achieve academic and research excellence, market based equity adjustments were made for faculty positions substantially below their peers.

Priority 2. Investment of Resources in FY 2020 Initiatives

	NEW RESOURCES	HEAF	TOTAL
FACULTY DISTINCTIONS	\$ 100,000		\$ 100,000
TEACHING & RESEARCH RESOURCES	80,915	\$ 1,931,283	2,012,198
NEW ADVANCEMENT STAFF	133,650		133,650
NEW AVP, STRATEGIC INFO INT & TECH	234,000		234,000
FACULTY EQUITY INCREASES	577,792		577,792
SUBTOTAL	\$ 1,126,357	\$ 1,931,283	\$ 3,057,640

Priority 3. University Infrastructure and Administration

Context

A key priority for UHCL is to provide an operationally efficient and safe physical environment to adequately support the successful achievement of the University’s mission. This provides an environment that is conducive to learning, teaching, research, service to students and community, and support to faculty staff and alumni.

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. Some capital renewal/planned maintenance projects completed in FY19 included renewal and refurbishing of the Garden and Forest rooms in Bayou, overhaul of elevator systems in Bayou and SSCB buildings, resurfacing of first floor in Bayou, resurfacing of perimeter

road on campus, pothole remediation of entire campus roadway and parking, initiating new classroom restoration program, initiating facilities utilization platform to facilitate deferred maintenance management and planning, replacing internal LED lighting in Bayou and Delta buildings and external LED lighting in parking areas, relocation of parking kiosks to enhance campus safety and ease parking challenges, beautification of campus grounds initiative, and development of efficient and effective campus storage initiatives.

FY 2020 Budget Initiatives

- Operations and Administrations Support – New Resources \$ 531,642 *App A-C19*

New resources continue to be required to support new academic buildings and to continue support for existing Education and General spaces.
- Strategic Planning – New Resources \$ 125,000 *App A-C20*

As UHCL progresses forward with our strategic planning initiative, ongoing support and the capacity to make quick turnaround investments will be critical.
- Title IX Compliance – New Resources \$ 71,500 *App A-C21*

As UHCL continues to grow and mature as a campus, growth of compliance assurance is essential. This initiative will support the critical need for a fully staffed Title IX Compliance office.
- Priority 3 Related Staff Equity Increases– New Resources \$ 543,441 *App A-C22*

As with all areas of the campus, the ability to attract and retain qualified staff required periodic market based pay adjustments. Recognizing that no comprehensive pay adjustment, equity or merit had been possible in the past three fiscal years made this especially critical.
- Professional Development – New Resources \$ 70,670 *App A-C23*

To maintain positive progress and achieve the initiatives and goals of the UHCL strategic plan, investment in the development of staff across all functional areas is necessary. This initiative includes a combination of face to face development instruction and self-paced online development solutions.
- Campus Facilities – New Resources \$ 96,000 *App A-C24*

The growth of additional campus buildings at both Clear Lake and Pearland, newly utilized grounds, and restoration of past budgetary reductions cannot be sustained without the investment of additional resources to support the campus.
- Campus Facilities – HEAF \$ 336,542 *App B-8*

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

- University Computing-Technology – HEAF \$ 867,471 *App B-9*

These funds are used to maintain and upgrade staff desktop computers and to upgrade, maintain and enhance the infrastructure 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 four-year cycle.

- Capital Renewal and Deferred Maintenance – HEAF \$ 1,619,588 *App B-10*

UHCL will continue working on projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned include the continuation of many of the initiatives listed above such as classroom upgrade/replacement, LED and other energy reduction initiatives, ceiling tile replacement, campus wayfinding, upgrading chiller maintenance solutions, space utilization management software, and control replacement initiatives.

Priority 3. Investment of Resources in FY 2020 Initiatives

	NEW RESOURCES	HEAF	TOTAL
OPERATIONS AND ADMINI SUPPORT	\$ 531,642		\$ 531,642
STRATEGIC PLANNING	125,000		125,000
TITLE IX INVESTIGATOR	71,500		71,500
STAFF EQUITY INCREASES	543,441		543,441
PROFESSIONAL DEVELOPMENT	70,670		70,670
CAMPUS FACILITIES	96,000	\$ 336,542	432,542
UCT MAINTENANCE AND UPGRADES		867,471	867,471
CAPITAL RENEWAL AND DEF MAINT		1,619,588	1,619,588
SUBTOTAL	\$ 1,438,253	\$ 2,823,601	\$ 4,261,854

Priority 4. Community Advancement

Context

University of Houston-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 for a 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 (CADD), the Environmental Institute of Houston (EIH), the Art School for Children and Young Adults (ACSYA), the Center for Educational Programs (CEP), the

Psychological Services Clinic (PSC), the Cyber Security Institute (CSI), the Center for Executive Education (CEE), and the Exercise and Nutritional Health Institute (ENHI).

In FY 2019, UHCL focused on a number of community advancement initiatives that included:

Exercise and Nutritional Health Institute

UHCL has developed the Exercise and Nutritional Institute (ENHI), housed at UHCL’s new Recreation and Wellness Center which opened in the fall of 2018. ENHI is a community-based research, education and training institute to improve the health and functional performance of individuals in Bay Area Houston through the implementation of evidence-based exercise, nutrition and rehabilitation interventions, and experimental assessment of emerging techniques and technologies.

Center for Autism and Developmental Disabilities

UHCL expanded the Center for Autism and Developmental Disabilities (CADD) to include spaces at University of Houston-Clear Lake at Pearland which has enabled the growth of critical support for that community just as this program has so strongly supported the Clear Lake community.

FY 2020 Budget Initiatives

- Counseling & Training Clinic at UHCL Pearland - New Resources \$ 46,200 *App A-C26*

UHCL’s Counseling Program prepares emerging counseling professionals to become Licensed Professional Counselors and Certified School Counselors. Students work with culturally diverse individuals, families, and communities to support mental health and promote wellness. We have expanded our educational and community outreach by creating a Counseling and Training Clinic at UHCL Pearland to offer counseling services to the Pearland area.

- Development of Strategic Partnerships – New Resources \$ 45,000 *App A-C27*

UHCL continues its initiative to create and build strategic partnerships with local industry, governmental, and community-based organizations. These partnerships enhance connections and experiential education for our students, promote the university, support our community through connecting to university graduates and resources, and create synergies.

Priority 4. Investment of Resources in FY 2020 Initiatives

	NEW RESOURCES	HEAF	TOTAL
COUNSELING/TRAINING AT PEARLAND	\$ 46,200		\$ 46,200
STRATEGIC PARTNERSHIPS	45,000		45,000
SUBTOTAL	\$ 91,200		\$ 91,200

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2020 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ 3,099,624
2	Subtotal Appropriations	<u>3,099,624</u>
Tuition and Fees		
3	Consolidated Tuition and Fees	7,558,620
4	Consolidated Student Fees	<u>320,810</u>
5	Subtotal Tuition and Fees	<u>7,879,430</u>
Other		
6	Indirect Cost	(102,425)
7	Investment/Other	67,357
8	Auxiliary	1,558,609
9	Fund Balance - Department	(273,873)
10	Fund Balance - University	<u>(5,911,005)</u>
11	Subtotal Other	<u>(4,661,337)</u>
12	Total Net Revenue	<u>\$ 6,317,717</u>

<u>Reallocations/Reductions (p-4.8)</u>		B
1	Reallocations	\$ 282,822
2	Reductions - Department (overall 3%)	(1,665,407)
3	Reductions - State Appropriated Benefits	<u>(38,700)</u>
4	Subtotal - Reallocations/Reductions	<u>\$ (1,421,285)</u>

<u>Priority/Initiative Allocations</u>		C
Priority 1. Student Success (p-4.9-4.10)		
5	New Faculty Positions	\$ 864,018
6	New Staff positions and Staff Equity Increases	1,225,712
7	Enrollment Management Services	877,844
8	University Advancement Support	118,050
9	Student Internship Opportunities	106,920
10	Hunter Hall	1,590,699
11	Student Services	<u>299,949</u>
12	Subtotal - Student Success	<u>5,083,192</u>
Priority 2. National Competitiveness (p-4.12-4.13)		
13	Faculty Distinctions	100,000
14	Teaching and Research Resources	80,915
15	New University Advancement Staff	133,650
16	New AVP, Strategic Information Initiatives & Technology	234,000
17	Faculty Equity Increases	<u>577,792</u>
18	Subtotal - National Competitiveness	<u>1,126,357</u>
Priority 3. University Infrastructure & Administration (p-4.14)		
19	Operations and Administration Support	531,642
20	Strategic Planning	125,000
21	Title IX Compliance	71,500
22	Staff Equity Increases	543,441
23	Professional Development	70,670
24	Campus Facilities	<u>96,000</u>
25	Subtotal - University Infrastructure & Administration	<u>1,438,253</u>
Priority 4. Community Advancement (p-4.16)		
26	Psychological Services Clinic	46,200
27	Strategic Partnerships	<u>45,000</u>
28	Subtotal - Community Advancement	<u>91,200</u>
29	Total Priority/Initiative Allocations	<u>\$ 7,739,002</u>

30 Total Net Reallocations and New Allocations **\$ 6,317,717**

University of Houston-Clear Lake
Appendix B - Allocation of FY 2020 HEAF

<u>FY20 Allocation</u>	
HEAF	<u>\$ 8,005,116</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p-4.10-4.11)	
1 Instructional Support	\$ 940,000
2 Debt Payment - Recreation and Wellness Center	766,538
3 Debt Payment - STEM Classroom Building	704,958
4 Lease - UHCL at Pearland	838,736
5 Subtotal	<u>3,250,232</u>
Priority 2. National Competitiveness (p-4.12)	
6 Teaching and Research Resources	<u>1,931,283</u>
7 Subtotal	<u>1,931,283</u>
Priority 3. University Infrastructure & Administration (p-4.14-4.15)	
8 Campus Facilities	336,542
9 University Computing	867,471
10 Capital Renewal and Deferred Maintenance	<u>1,619,588</u>
11 Subtotal	<u>2,823,601</u>
12 Total Priority/Initiative Allocations	<u>\$ 8,005,116</u>

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

	<u>FY2019</u>	<u>FY2020</u>
Funds from Endowed Scholarships	\$ 344,000	\$ 575,000
Texas Grant Program Scholarships	2,052,000	2,880,550
Texas Public Education Grant (TPEG)	1,210,642	1,417,166
Property Deposit Scholarships	12,000	12,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	2,427,336	3,038,178
Graduate Scholarships	1,161,122	1,563,471
Academic Recognition Scholarships		
New Student Scholarships	1,459,000	1,500,000
Scholarships - Transfer	1,950,000	1,850,000
Alumni Annual Fund Scholarships	10,000	30,000
Cullen Leaders Scholarships	16,000	1,500
Federal College Work Study	175,000	185
Federal Pell Grants	9,755,000	13,500,000
Federal Supplemental Education Opportunity Grants (SEOG)	184,000	221,500
Total	<u>\$ 20,756,100</u>	<u>\$ 26,589,550</u>

University of Houston-Clear Lake

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2018 Budget	Dollars	Percent		FY2019 Budget	Dollars	Percent		FY2020 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 33.7	\$ (0.2)	-0.4%		\$ 33.5	\$ 3.1	9.2%		\$ 36.6
2 HEAF	8.0	-	0.0%		8.0	-	0.0%		8.0
3 Tuition & Fees	64.7	0.8	1.2%		65.5	7.9	12.0%		73.4
4 Other Operating	9.0	(0.9)	-9.6%		8.2	(4.7)	-57.1%		3.5
5 Contracts & Grants	14.8	1.7	11.7%		16.5	1.6	9.5%		18.1
6 Endowment Income/Gifts	1.3	0.0	0.4%		1.3	0.3	22.7%		1.6
7 Total Sources	\$ 131.5	\$ 1.5	1.2%		\$ 133.0	\$ 8.2	6.1%		\$ 141.2
<u>Use of Funds by Object</u>									
8 Salaries and Wages - Faculty	\$ 30.3	\$ (1.3)	-4.4%		\$ 28.9	\$ 0.6	2.0%		\$ 29.5
9 Salaries and Wages - Staff	34.9	(0.2)	-0.5%		34.7	1.4	4.2%		36.1
10 Benefits	19.0	(0.8)	-4.0%		18.3	0.8	4.2%		19.0
11 M&O	18.6	0.6	3.4%		19.3	1.2	6.2%		20.5
12 Capital	3.2	(0.1)	-3.5%		3.1	0.0	0.6%		3.1
13 Scholarships	19.5	2.9	14.9%		22.4	2.4	10.8%		24.8
14 Debt Service	3.6	(0.0)	-0.2%		3.6	2.1	57.5%		5.6
15 Utilities	2.4	0.4	15.6%		2.8	(0.3)	-10.3%		2.5
17 Total Uses	\$ 131.5	\$ 1.5	1.2%		\$ 133.0	\$ 8.2	6.1%		\$ 141.2
<u>Capital Facilities Budget</u>									
Source of Funds									
21 Other	119.8	(82.4)	-68.8%		37.4	(34.3)	-91.5%		3.2
23 Total Sources	\$ 119.8	\$ (82.4)	-68.8%		\$ 37.4	\$ (34.3)	-91.5%		\$ 3.2
<u>Use of Funds by Object</u>									
24 Construction	\$ 118.6	\$ (82.5)	-69.6%		\$ 36.1	\$ (34.9)	-96.5%		\$ 1.3
25 Major Rehabilitation	1.2	0.1	10.2%		1.3	0.6	47.5%		1.9
27 Total Uses	\$ 119.8	\$ (82.4)	-68.7%		\$ 37.4	\$ (34.3)	-91.5%		\$ 3.2
<u>Total Operating, Restricted and Capital Budget</u>									
28	\$ 251.3	\$ (80.9)	-32.2%		\$ 170.4	\$ (26.1)	-15.3%		\$ 144.4

University of Houston-Clear Lake

Table 2 - Operations

Source of Funds	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 23,526,959	\$ 2,550,990	10.8%	\$ 26,077,949
Special Items	2,515,518	587,334	23.3%	3,102,852
State Benefits Appropriation	7,500,286	(38,700)	-0.5%	7,461,586
Subtotal State General Revenue Appropriations	33,542,763	3,099,624	9.2%	36,642,387
Tuition and Fees				
Statutory & Graduate Premium	13,137,083	1,122,976	8.5%	14,260,059
Subtotal Tuition and Fees	13,137,083	1,122,976	8.5%	14,260,059
HEAF	8,005,116			8,005,116
Income on State Treasury Deposits	51,402	48,598	94.5%	100,000
Fund Balance	1,302,216	(1,302,216)		
Subtotal General Funds	56,038,580	2,968,982	5.3%	59,007,562
Designated				
Tuition and Fees				
Designated Tuition - General	34,400,392	5,723,310	16.6%	40,123,702
Designated Tuition - Differential	2,207,223	205,483	9.3%	2,412,706
Information Resource Fee	4,276,858	176,964	4.1%	4,453,822
Major/Department/Class Fees	4,270,507	329,887	7.7%	4,600,394
Subtotal Tuition and Fees	45,154,980	6,435,644	14.3%	51,590,624
Indirect Cost	308,159	(102,425)	-33.2%	205,734
Investment Income on Non-Endowed Funds	272,060			272,060
Endowment Income	506,558	5,399	1.1%	511,957
Contracts / Grants / Gifts	64,260	(250)	-0.4%	64,010
Self Supporting Organizations/Others	998,340	13,610	1.4%	1,011,950
Fund Balance	5,120,154	(4,826,818)	-94.3%	293,336
Subtotal Designated Funds	52,424,511	1,525,160	2.9%	53,949,671
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,545,768	236,381	5.2%	4,782,149
Other Student Fees	2,669,997	84,429	3.2%	2,754,426
Subtotal Student Fees	7,215,765	320,810	4.4%	7,536,575
Sales & Service - Parking	845,229	12,000	1.4%	857,229
Sales & Service - Athletics/Hotel/UC/Other	740,740	1,546,609	208.8%	2,287,349
Fund Balance	155,844	(55,844)		100,000
Subtotal Auxiliary Funds	8,957,578	1,823,575	20.4%	10,781,153
Total Current Operating Funds	117,420,669	6,317,717	5.4%	123,738,386
Interfund Transfer	(1,689,207)	-		(1,689,207)
Total Sources	\$ 115,731,462	\$ 6,317,717	5.5%	\$ 122,049,179
Use of Funds by Object				
Salaries and Wages	\$ 61,789,600	\$ 2,205,874	3.6%	\$ 63,995,474
Benefits	18,039,534	768,524	4.3%	18,808,058
M&O	18,077,182	753,148	4.2%	18,830,330
Capital	3,079,759	22,740	0.7%	3,102,499
Scholarships	8,345,987	797,960	9.6%	9,143,947
Debt Service	3,582,070	2,058,571	57.5%	5,640,641
Utilities	2,817,330	(289,100)	-10.3%	2,528,230
Total Uses	\$ 115,731,462	\$ 6,317,717	5.5%	\$ 122,049,179

University of Houston-Clear Lake
Table 3 - Restricted

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 2,790,585	\$ (504,809)	-18.1%	\$ 2,285,776
Financial Aid	13,730,395	2,078,605	15.1%	15,809,000
Gifts	108,600	(750)	-0.7%	107,850
Endowment Income	383,290	8,021	2.1%	391,311
Other Restricted	255,714	275,097	107.6%	530,811
Total Current Operating Funds	17,268,584	1,856,164	10.7%	19,124,748
Interfund Transfer	11,692	128	1.1%	11,820
Total Sources	<u>\$ 17,280,276</u>	<u>\$ 1,856,292</u>	<u>10.7%</u>	<u>\$ 19,136,568</u>
Use of Funds by Object				
Salaries and Wages	\$ 1,790,781	\$ (184,144)	-10.3%	\$ 1,606,637
Benefits	231,131	1,158	0.5%	232,289
M&O	1,204,069	436,657	36.3%	1,640,726
Capital	32,519	(4,603)	-14.2%	27,916
Scholarships	14,021,776	1,607,224	11.5%	15,629,000
Total Uses	<u>\$ 17,280,276</u>	<u>\$ 1,856,292</u>	<u>10.7%</u>	<u>\$ 19,136,568</u>

University of Houston-Clear Lake

Table 4 - Capital Projects

	-----Project Expenditures-----			-----Funded From-----				
	Project to Date (1)	FY2020 Budget	Future Year Budgets	Total Project Budget	HEAF	Revenue Bonds	Gifts	Other
New Construction								
Dining Facilities	\$ 320,000	\$ 1,255,000		\$ 1,575,000		\$ 1,035,000		\$ 540,000
Subtotal New Construction	\$ 320,000	\$ 1,255,000	\$ -	\$ 1,575,000	\$ -	\$ 1,035,000	\$ -	\$ 540,000
Major Repair and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		\$ 1,516,871		\$ 1,516,871	\$ 1,516,871			
Parking Lot/Roadway Maintenance		400,000		400,000				400,000
Subtotal Major Repairs & Rehabilitation	\$ -	\$ 1,916,871	\$ -	\$ 1,916,871	\$ 1,516,871	\$ -	\$ -	\$ 400,000
Total	\$ 320,000	\$ 3,171,871	\$ -	\$ 3,491,871	\$ 1,516,871	\$ 1,035,000	\$ -	\$ 940,000

(1) Project expenditures to date, estimated through August 31, 2019

University of Houston-Clear Lake

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2019 Budget	Change		FY2020 Budget
		FTE	Percent	
Faculty	228	1	0.4%	229
Part-time Faculty	110	8	7.3%	118
Professional Staff	348	11	3.2%	359
Classified Staff	271	(6)	-2.2%	265
Temporary Staff	218	(50)	-22.9%	168
Total	1,175	(36)	-3.1%	1,139

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

	FY2016 Actuals	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	FY20 vs FY19 Change
Semester Credit Hours						
Lower Division	29,053	33,118	34,925	38,514	42,288	3,774
Upper Division	96,774	98,853	101,349	100,069	108,637	8,568
Masters	55,811	45,540	40,747	36,851	40,422	3,571
Doctoral	1,614	1,389	1,383	1,471	1,350	(121)
Total	183,252	178,900	178,404	176,905	192,697	15,792
Semester Credit Hours-On/Off Campus						
On Campus	130,053	127,248	124,390	123,834	134,888	11,054
Off Campus	53,199	51,652	54,014	53,072	57,809	4,738
Total	183,252	178,900	178,404	176,905	192,697	15,792
Fall Headcount	8,906	8,669	8,542	8,457	9,243	786
Fall FTE	5,853	5,715	5,583	5,497	6,008	511

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

Sources	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 4,545,768	\$ 236,381	5.2%	\$ 4,782,149
Total Sources	\$ 4,545,768	\$ 236,381	5.2%	\$ 4,782,149
Allocations				
Counseling Services Operations	\$ 620,872	\$ 33,174	5.3%	\$ 654,046
Executive Director Operations	67,032	5,806	8.7%	72,838
Health Services	298,897	27,367	9.2%	326,264
Student Publications	168,978	8,624	5.1%	177,602
AVP, Student Affairs	314,425	(191,932)	-61.0%	122,493
SSF Unallocated	52,799	21,839	41.4%	74,638
Administrative Charge	104,160			104,160
Custodial	34,640	(34,640)	-100.0%	
Diversity, Equity, & Inclusion	331,706	52,888	15.9%	384,594
Women's Services	45,662	24,088	52.8%	69,750
Educational & Workshop Training	6,400			6,400
Educational & Diversity Outreach	10,086			10,086
Student Cultural Arts	16,044	(16,044)	-100.0%	
Student Government Association	22,500			22,500
Annual Leadership Conference	33,245			33,245
Student Life M&O	370,392	167,291	45.2%	537,683
Student Life Programs	14,120	12,311	87.2%	26,431
SGA Executive Council	2,500			2,500
Student Transportation	71,417	(5,385)	-7.5%	66,032
Student ID Cards	26,970	(23,499)	-87.1%	3,471
Student Assistance Center	526,423	141,743	26.9%	668,166
Writing Center	116,831			116,831
Student Success Tutors	92,489	22,500	24.3%	114,989
Disability 3049	60,249	116	0.2%	60,365
Orientation and Welcome Week	143,634	39,848	27.7%	183,482
Math Center Operations	82,062	8,500	10.4%	90,562
Career Services Operations	503,177	1,882	0.4%	505,059
Fitness and Wellness	139,731			139,731
Student Programs and Events	104,970	(104,970)	-100.0%	
System Service Charge	23,000			23,000
Utilities	90,000			90,000
Campus Activities Board (CAB)		9,350		9,350
Student Service M&O		34,640		34,640
PC - Dean of Students	50,357	884	1.8%	51,241
Total Allocations	\$ 4,545,768	\$ 236,381	5.2%	\$ 4,782,149

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

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Use of Funds by Organization				
President				
President's Office	\$ 684,310	\$ 96,556	14.1%	\$ 780,866
Marketing & Communications	1,713,974	264,604	15.4%	1,978,578
Office of Title IX, Equity, & Diversity	125,532	155,034	123.5%	280,566
Strategic Partnerships	185,000	119,782	64.7%	304,782
University Advancement	1,063,665	471,739	44.4%	1,535,404
Subtotal President	3,772,481	1,107,715	29.4%	4,880,196
Academic Affairs				
Information Resources	324,166	(2,734)	-0.8%	321,432
University Computing	6,448,495	249,113	3.9%	6,697,608
Library	4,277,905	299,914	7.0%	4,577,819
Sr. VP and Provost	1,534,903	222,061	14.5%	1,756,964
Student Success & Initiatives	2,271,965	554,776		2,826,741
Enrollment Management	13,535,428	1,231,113	9.1%	14,766,541
Academic Affairs	1,724,489	203,887	11.8%	1,928,376
Business	10,734,503	887,380	8.3%	11,621,883
Education	6,484,198	242,673	3.7%	6,726,871
Human Sciences and Humanities	10,577,009	585,235	5.5%	11,162,244
Science and Computer Engineering	10,697,011	523,370	4.9%	11,220,381
Subtotal Academic Affairs	68,610,072	4,996,788	7.3%	73,606,860
Student Affairs				
Student Services	4,659,667	618,877	13.3%	5,278,544
Recreation & Wellness Center	349,071	164,896	47.2%	513,967
Housing & Residential Life	110,900	1,479,799	1334.4%	1,590,699
Subtotal Student Affairs	5,119,638	2,263,572	44.2%	7,383,210
Administration and Finance				
VP Administration & Finance	8,280,813	211,557	2.6%	8,492,370
Facilities Management & Construction	4,278,372	744,261	17.4%	5,022,633
Utilities	2,817,330	(289,100)	-10.3%	2,528,230
Subtotal Administration & Finance	15,376,515	666,718	4.3%	16,043,233
Other				
Unallocated: Other	275,712	775,428	281.2%	1,051,140
Debt Service	3,582,070	1,266	0.0%	3,583,336
System Service Charge	2,833,182	156,342	5.5%	2,989,524
Other Transfers	39,011	3,504	9.0%	42,515
Staff Benefits	15,697,781	(3,628,616)	-23.1%	12,069,165
Insurance Premiums	425,000	(25,000)	-5.9%	400,000
Subtotal Other	22,852,756	(2,717,076)	-11.9%	20,135,680
Total Uses	\$ 115,731,462	\$ 6,317,717	5.5%	\$ 122,049,179

University of Houston-Clear Lake

Note to Table 3: Restricted Expenditures By Organization

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Use of Funds by Organization				
President				
University Advancement	\$ 16,097	(6)	0.0%	\$ 16,091
Subtotal President	16,097	(6)	0.0%	16,091
Academic Affairs				
Information Resources	711,028	(316,309)	-44.5%	394,719
Library	11,109	344	3.1%	11,453
Enrollment Management	14,205,637	2,386,382	16.8%	16,592,019
Business	3,917	(101)	-2.6%	3,816
Education	50,176	(20,286)	-40.4%	29,890
Human Sciences & Humanities	845,634	(95,660)	-11.3%	749,974
Science and Computer Engineering	1,394,949	(223,221)	-16.0%	1,171,728
Subtotal Academic Affairs	17,222,450	1,731,149	10.1%	18,953,599
Student Affairs				
Student Services	36,729	125,149	340.7%	161,878
Administration and Finance				
	5,000			5,000
Total Uses	\$ 17,280,276	\$ 1,856,292	10.7%	\$ 19,136,568

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.

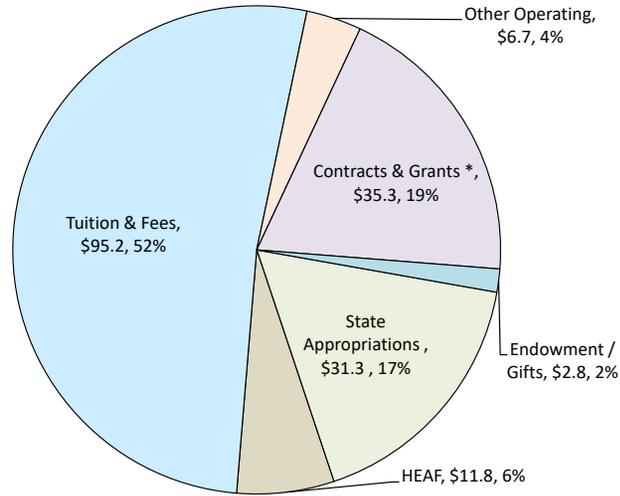
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FY2019

08/06/19

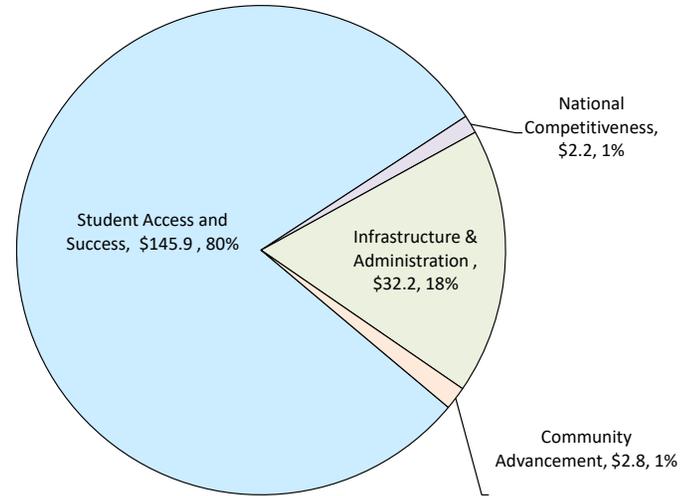
UH-Downtown Budget

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$183.1 Million

Operating Budget Use of Funds



Total \$183.1 Million

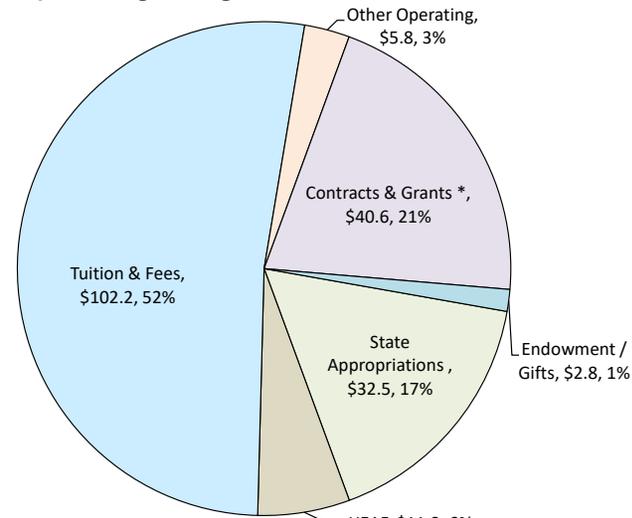
Total Budget

	\$ Millions
Operating Budget	\$ 183.1
Capital Facilities	55.7
Total	\$ 238.8

FY2020

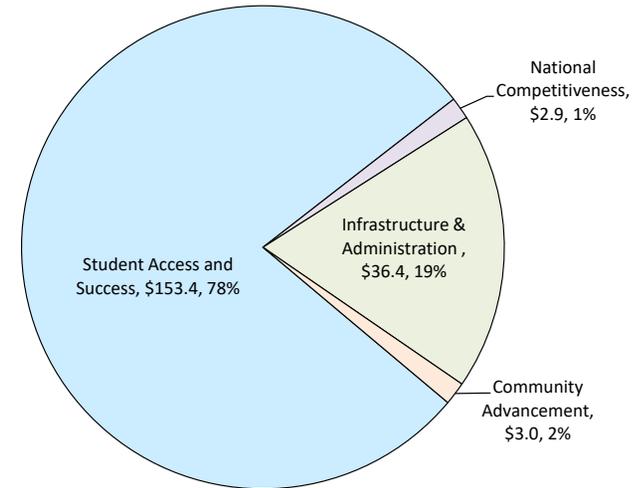
5.1

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$195.7 Million

Operating Budget Use of Funds



Total \$195.7 Million

Total Budget

	\$ Millions
Operating Budget	\$ 195.7
Capital Facilities	4.3
Total	\$ 200.0

UHD Executive summary 20

UH - Downtown
Revenues FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 State Appropriations	\$ 30.4	\$ 30.5	\$ 31.3	\$ 31.3	\$ 32.5
2 HEAF	7.8	11.8	11.8	11.8	11.8
3 Tuition & Fees	86.5	91.2	93.2	95.2	102.2
4 Other Operating	6.7	6.9	6.2	6.7	5.8
5 Contracts & Grants *	36.3	36.5	38.3	35.3	40.6
6 Endowment / Gifts	1.9	1.8	2.9	2.8	2.8
7 Total	<u>\$ 169.6</u>	<u>\$ 178.7</u>	<u>\$ 183.7</u>	<u>\$ 183.1</u>	<u>\$ 195.7</u>

* Includes Federal financial aid

UH - Downtown
Expenditures FY2016 - FY2020
\$ in Millions

	A 2016 Actual	B 2017 Actual	C 2018 Actual	D 2019 Budgeted	E 2020 Proposed
1 Student Access and Success	\$ 130.4	\$ 133.5	\$ 145.7	\$ 145.9	\$ 153.4
2 National Competitiveness	2.5	3.4	2.7	2.2	2.9
3 Infrastructure & Administration	28.1	31.4	33.1	32.2	36.4
4 Community Advancement	4.1	4.1	4.3	2.8	3.0
5 Total	<u>\$ 165.1</u>	<u>\$ 172.4</u>	<u>\$ 185.8</u>	<u>\$ 183.1</u>	<u>\$ 195.7</u>

**University of Houston - Downtown
FY2020 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 2020 Total	FY 2019 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	23,523,831		234,021	23,757,852	14,842	22,851				41,722	23,837,267	23,381,387
3 Non-Tenure Track Faculty	5,080,311			5,080,311	14,312						5,094,623	5,298,368
4 Adjunct Faculty	4,974,792			4,974,792							4,974,792	4,810,792
5 Graduate Assistant												
6 Exempt Staff	1,287,197	505,211	11,012,297	12,804,705	813,987	2,705,684	8,117,511	628,746		2,256,352	27,326,985	26,281,878
7 Non-Exempt Staff	756,355	74,772	4,378,331	5,209,458	268,760	1,826,354	3,573,165	1,655,993		1,037,814	13,571,544	13,155,301
8 Student Employees	143,069	3,350	699,317	845,736	30,678	388,104	71,474	5,878	684,697	318,190	2,344,757	2,271,847
9 Summer Instruction Salaries	2,720,423			2,720,423							2,720,423	2,620,423
10 Benefits	7,949,922	178,783	4,622,036	12,750,741	335,800	1,455,285	4,942,696	1,099,252		929,883	21,513,657	20,818,151
11 Subtotal	46,435,900	762,116	20,946,002	68,144,018	1,478,379	6,398,278	16,704,846	3,389,869	684,697	4,583,961	101,384,048	98,638,147
12 Capital	5,000	11,000	3,162,100	3,178,100		52,987	1,209,981	4,080		15,000	4,460,148	4,746,425
13 M&O	1,127,816	2,083,315	8,985,051	12,196,182	1,426,953	1,599,313	8,786,152	4,215,468		4,303,513	32,527,581	28,120,789
14 Travel & Business Expense	319,927	66,678	431,375	817,980	56,726	66,945	196,460	16,502		495,387	1,650,000	1,550,000
15 Debt Service								2,556,125		1,220,248	3,776,373	3,249,572
16 Utilities								1,922,164		216,848	2,139,012	1,855,000
17 Scholarship & Fellowship									49,825,359		49,825,359	44,973,148
18 Subtotal	1,452,743	2,160,993	12,578,526	16,192,262	1,483,679	1,719,245	10,192,593	8,714,339	49,825,359	6,250,996	94,378,473	84,494,934
19 Total Expenditure Budget	\$ 47,888,643	\$ 2,923,109	\$ 33,524,528	\$ 84,336,280	\$ 2,962,058	\$ 8,117,523	\$ 26,897,439	\$ 12,104,208	\$ 50,510,056	\$ 10,836,957	\$ 195,764,521	\$ 183,135,081

University of Houston-Downtown Mission and Goals

Vision

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

Mission

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

UHD Revised Strategic Plan 2017-2020

In 2017, the strategic plan goals were revised with input from faculty, staff, students and administrators. Based on the revised goals and objectives of the current strategic plan, the key performance targets to be achieved by 2020 are:

- Attain a graduation rate of 28%.
- Improve the retention rates in the first year to 75% and second year to 60%.
- Increase enrollment to 15,400 students.
- Offer 10-12 new programs and professional certificates.
- Increase research expenditure to \$4 million.
- Achieve total of \$25 million in external funding.

Overview of UHD's FY2020 Plan and Budget

UHD Progress Card

In Fall 2018, UHD was able to grow total enrollment by 2.5 percent and undergraduate enrollment by 2.2 percent. This growth came after three successive years of enrollment decreases, during which time overall enrollment fell by 3.6 percent and undergraduate enrollment fell by 9.6 percent. This turnaround was well-timed, as it led to UHD receiving increased formula funding during the 86th Legislative session.

The student success metrics on which UHD has most focused in recent years are the FTIC Retention Rate (1-yr) and the FTIC Graduation Rate (6-yr). The retention rate has steadily improved in recent years, and UHD expects to achieve its 75 percent goal by 2020. The most significant gains are being made with the graduation rate. For the 6-year cohort that had through the end of FY2018 to graduate, the rate was 20.4 percent, which was about the same as that for the FY2017 group (20.76 percent). However, for the FY2019 cohort, the graduation rate has exceeded

27 percent as of the end of Spring 2019, and those who complete their degrees by the end of Summer 2019 may push the rate further. If this happens, UHD may achieve its FTIC Graduation Rate goal of *28-percent-by-FY2020* a year ahead of schedule.

Other areas where progress has been made over the past year include both the Transfer Retention and Transfer Graduation rates, Total Degrees Awarded, and Degrees Awarded in Key Fields. UHD also had a strong year in the area of fundraising, with Annual Giving increasing by 23 percent over the previous year. Much of this involved gifts in support of the Science & Technology Building. UHD has already exceeded its 2020 fundraising goal of \$25 million, and is on target to achieve its 'stretch' goal of \$30 million.

An area where UHD is hoping to improve on the Progress Card is Research Expenditures, but this is somewhat misleading. When grant funds are actually *expended* can be a bit uneven, and a better measure of success in this area is the dollar amount of grants *awarded*. The dollar amount of grants awarded to UHD this year is equal to what was realized last year, with a full three months of the funding cycle remaining. Further, a pullback in the amount federal grant funds available has led UHD to pursue more grants from state and private sources, such as the Howard Hughes Foundation, from which UHD recently received a \$1 million award.

Overall UHD had a significant year in meeting the bulk of the goals articulated in its Progress Card. As importantly, UHD has taken steps to lay the foundation for further progress in the years to come.

FY2020 Funding Sources

The biggest factor impacting resources for UHD going into FY2020 is the University's return to a growth track. The enrollment gains in FY2019 were modest, but they stabilized UHD's finances and, with much of FY2019 comprising the legislature's 'base period', this growth translated into increased formula dollars, resulting in an additional \$775k of general revenue for FY2020.

UHD will realize approximately \$3.8 million from the 4.5 percent overall rate increase that was approved by the Board in spring 2018. For budgetary purposes, UHD is taking a very cautious approach to projecting enrollment growth, allocating only \$200K of growth dollars. Likewise, approximately \$200K of the new Wellness & Success Center Fee revenue will be used for operations in FY2020. These funds, in conjunction with UHD's first ever on-campus playing field, will enable UHD to expand its club sport soccer program.

Over \$2 million of new initiatives for FY2020 will be funded through reallocation of existing resources. Approximately \$1.1 million of this involves the PeopleSoft project, as UHD transitions from 'implementation' to 'maintenance'. Over the past three years, during the project's implementation phase, the University steadily built a base budget that could be reallocated to cover the coming PeopleSoft-related increase in the UHS Service Charge, which begins in FY2020. In addition, the Academic & Student Affairs division reallocated almost \$700K enabling the creation of six new positions, including three new T/TT faculty lines needed to support growing programs.

Finally, in FY2020 UHD will allocate \$450K of fund balance to cover one-time items. This is a dramatic reduction from previous year allocations for one-time, and for FY2020 all of the items covered from this fund source had to be demonstrably one-time. The bulk of these funds, approximately \$250K, will be used to complete the PeopleSoft project.

UHD FY2020 Budget Priorities

UHD has always taken pride in being an access university, even as in recent years the focus shifted more intently on student success. The tables below demonstrate that UHD is able to do both.

UHD Undergraduate <i>Student Access</i> Metrics	Base Year 2007-2008	FY2017-18	FY2018-19
New Transfer Enrollment	1,963	1,821	2,098
Total Undergraduate Enrollment	11,218	12,082	12,353

As indicated in the *Progress Card* section of this report, the current year will post major gains in the FTIC Graduation Rate. It is now very possible that UHD will achieve its goal of *28-percent-by-2020* a year earlier than anticipated.

UHD Undergraduate <i>Student Success</i> Metrics	Base Year 2007-2008	FY2017-18	FY2018-19
FTIC 1 st Year Retention Rate	56.00%	72.26%	71.38%
FTIC Graduation Rate	15.42%	20.76%	20.40%
' <i>Be On Time</i> ' - Retention Scholarship	N/A	\$1.9 million	\$1.7 million
Number Baccalaureate Degrees Awarded	1,982	3,177	3,306

Transfer students have always been a vital component of the UHD student body, comprising 70 percent of new students each year. After implementing admission standards for Transfers in Fall 2015, UHD saw a precipitous decrease in Transfer enrollments. The University took several steps to address this challenge. Transfer advisors were added, both at the UHD campus and embedded on the campuses of our community college partners, a new Transfer scholarship program was created (*Be a Gator*) and new articulation agreements were developed with UHD's primary community college feeders. Transfer enrollments at UHD are now on the rise, and the success metrics for Transfers are moving in the right direction.

UHD Transfer <i>Student Success</i> Metrics	Base Year 2007-2008	FY2017-18	FY2018-19
Transfer Retention Rate	75.56%	77.24%	78.69%
Transfer Graduation Rate	64.10%	60.86%	65.14%
' <i>Be A Gator</i> ' - Transfer Scholarship	N/A	N/A	\$555K

Number Baccalaureate Degrees Awarded	1,982	3,177	3,306
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UHD’s FY2020 plan/budget addresses four primary priorities, all of which underpin student success. These are the opening of the Sciences & Technology (S&T) Building, a continuation of the effort to strengthen UHD’s base budget, the creation of new faculty lines to support growing programs, and increases in Infrastructure/Admin outlays required to support core operations.

The opening of UHD’s \$73 million S&T Building represents a major milestone in the evolution of UHD. This state-of-the-art facility will enhance UHD’s ability to recruit and retain top-flight STEM students and faculty, and change the way UHD is perceived both externally and internally. However, STEM buildings are complex structures that are expensive to operate. UHD’s FY2020 budget commits \$1.1 million for the maintenance/operations and staffing of this new facility.

As was shared in last year’s plan, after four years of enrollment decreases, UHD had become overly reliant on one-time funds to cover base budget obligations. Upon arriving at UHD, President Muñoz asked for and received a deep-dive review of University finances, including recent year changes in fund balances. Following this review, the president directed that a multi-year plan be developed to reverse the trend toward one-time and strengthen the base budget. For FY2019 approximately \$400K was committed to shoring up UHD’s base budget. For FY2020 another \$700K will be applied for this purpose.

The core mission of the University is to provide instruction, and so each year faculty resources must be reviewed, strengthened and, if appropriate, redeployed. Although funds are limited, in FY2020 UHD will add six new F/T faculty positions, three of which will be funded with new dollars and three of which will come through reallocations. These positions will support existing high-growth programs like Psychology, as well as newer UHD programs like Data Science/Data Analytics that are showing great promise.

Each year funds must be provided to cover the increasing cost of general university operations. This can come in many forms, including new staff positions, funds for critical software licenses, and funds to cover shared central services. For FY2020, UHD is increasing the budgets that cover staff benefits for employees paid from local funds (shoring up the base), absorbing the increase in the UHS Service Charge attributable to PeopleSoft, and sequestering funds to potentially provide a 2 percent mid-year salary increase, contingent upon achieving enrollment targets.

Regarding capital outlays, UHD allocated \$11.75 million of HEAF for FY2020, with the majority going to technology upgrades, library, plant, and debt service costs. The University was successful in obtaining legislative authority to charge a new Wellness & Success Center Fee, and will be moving quickly to get this project underway. Part of the University’s motivation for a quick start to this project is so that it can be largely completed before TXDOT begins work on the major highway relocation project, which will impact UHD significantly. UHD leadership continues to work closely with the UHS OGC and outside counsel to ensure the best possible outcome as land acquisition and other related matters are negotiated with TXDOT.

The Planning and Budgeting Process

Planning and budgeting at UHD, which is guided by the University of Houston System goals, the UHD Progress Card, and the current UHD Revised Strategic Plan 2017-2020, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. These unit plans are then consolidated and presented to the university's Planning and Budget Development Committee (PBDC) which makes recommendations to the President.

Summary of Reductions, Reallocations and Operating Efficiencies

Of the \$7.4 million of funded initiatives for FY2020, UHD will cover \$2 million through reallocations. The University planned ahead throughout the implementation phase of the PeopleSoft project, systematically assembling the \$1.1 million of new base needed for the UHS Service Charge. The new provost conducted a review of the ASA budget and was able to reallocate almost \$700K to fund important new initiatives.

The Facilities Management unit continues to evaluate all aspects of energy consumption across campus, looking for ways to reduce costs. These efforts, which include replacing older model fluorescent fixtures/bulbs with LED fixtures/lights, improving the programming of HVAC systems to maximize efficiency, and improving thermal insulation of buildings through the use of higher rated roofing materials and double-paned, insulated windows, have made the University more energy efficient. It is projected that the changes made to-date are saving UHD over \$200K per year.

The IT division has also taken several steps to improve operational efficiency. The UHD employee e-mail and calendaring system has been moved to the cloud, resulting in savings in infrastructure and administrative costs. The IT division also led an effort to consolidate the University's workstation management tools, thus reducing the amount of technology support needed in this area.

Priority 1 - Student Success

Context

The majority of UHD's students need financial assistance if they are to achieve their academic goals, and do so in a timely manner. With an enrollment target of 15,400 students by fall 2020, it is imperative that UHD continue to improve in the areas of recruitment, enrollment, academic advising and student engagement. To support recruitment and retention efforts, \$600K of additional scholarship funds are being provided in the FY2020 budget. Recent improvement in student access and success metrics have been enabled by UHD's commitment to initiatives that support student enrollment, retention and graduation. One such initiative is the transition to PeopleSoft Campus Solutions, which will streamline UHD's admissions and registration processes.

To further create access and pathways for students, UHD recently signed an articulation agreement with Galveston College, increasing the number of community colleges with which it partners. All

of these agreements pledge to enhance advising services, create joint admissions between UHD and the community college partner, and develop clear degree maps. These agreements are aligned with UHD's commitment to the Houston Guided Pathways to Success (Houston GPS) initiative. This multi-institution partnership fosters collaboration among area colleges and universities with the goal of streamlining the transfer process and helping students graduate on time with less debt.

In another effort to enhance student access, UHD was awarded \$211K from the Texas Higher Education Foundation to develop a second competency-based degree program, this one tailored specifically for individuals working in the restaurant industry. The BAAS-AA Restaurant and Food program will be a combination of traditional courses and competency-based credits, delivered through both face-to-face and online instruction.

In FY2020 UHD will fund two full-time Lecturer positions in areas of high growth - Computer Science and Psychology. Over the past four years, the BS in Computer Science, which is a strong feeder into UHD's MS in Data Analytics program, has grown 66 percent, while the BS in Psychology has grown 22 percent. These full-time Lecturer positions will enable UHD to reduce its dependency on part-time/adjunct faculty and better support student success.

To improve the quality of student life on campus, UHD requested and received approval from the Texas Legislature to assess a fee that will enable the construction of a new Wellness and Success Center. This Center will enhance the college experience for UHD students, providing more opportunities to develop community outside of the classroom. The Center will support students in a holistic way, providing a number of wellness and support services that will drive student success.

FY 2020 Budget Initiatives

- ***Increased Financial Aid (\$1,196,423 New Operating Funds) App A-C5***
Approximately 69 percent of UHD students receive some form of financial aid, indicating that financial assistance is a critical component of student success and completion. UHD currently provides \$7.4 million per year in designated tuition set-aside funds, to which another \$570,000 will be added in FY2020. Indirectly related to financial aid, UHD is committing \$50,000 for a pilot program exploring the feasibility of engaging a 3rd party contractor to verify student eligibility to receive aid. The expectation is that this will speed up student processing and support enrollment growth.

It should be noted that when federal, state and institutional sources are all considered, UHD students have access to almost \$50 million/year in non-loan financial aid (Appendix C).

- ***Enrollment, Retention/Graduation Rates (\$1,769,329 New Operating Funds; \$277,749 Reallocations). \$2,047,078 Total Operating App A-C6***
For FY2020 UHD will be funding a range of initiatives geared toward increasing enrollment and further improving student success rates. As part of the Texas Affordable Baccalaureate (TAB) grant awarded to UHD by the THECB, UHD will be adding a full-time Student Success Coach in University College. An Instructional Designer will be added in the Center for Teaching and Learning Excellence (CTLE), to ensure quality in

UHD's on-line and hybrid course offerings. Additional funds are also being provided to strengthen UHD's full-week FTIC Orientation program.

Almost \$200K is being added to support UHD's Student Health Services Center, which is managed through a contract with the UT Health Sciences Center. This is being done in recognition of the fact that for many UHD students, the on-campus health clinic represents their only access to professional health services. As UH moves to open its medical school, provision of this service might one day be handled within the UH System.

Other initiatives include \$40K to support the operation of UHD's highly successful e-Sports Center, which eventually may spur certificates in e-Sport Coaching and degrees in Video Game Design, and \$250K of one-time funds to finish out the PeopleSoft Campus Solutions project.

Finally, \$292K is provided here to support the faculty portion of a possible mid-year 2% salary increase pool, conditional on UHD achieving its enrollment goals. To recruit and retain top quality faculty UHD must be able to provide competitive salaries.

- *Recruiting/Enrollment Services (\$224,100 HEAF)* *App B-1*
Approximately \$225K of HEAF is being provided to support enrollment and student success, most of which (\$170K) is UHD's share of the cost of the larger UHS move to adopt EAB's predictive analytics software. Funds are also being provided for minor renovation work, and furniture/equipment purchases supporting success initiatives such as UHD's Male Minority program, Latino Studies program and Critical Race Studies Center.
- *Library Support (\$2,325,000 HEAF)* *App B-2*
In responding to student utilization trends, in the coming year the library will spend over 90 percent of its HEAF budget providing students access to digital databases and journal subscriptions. The remainder will cover the purchase of books, e-books, videos, and recordings.
- *Academic Facilities and Equipment (\$1,786,000 HEAF)* *App B-3*
Approximately \$1.1 million will be used to upgrade primary and satellite computer labs, equipment in presentation classrooms and event rooms, and desktop computers in academic units (faculty and staff). Approximately \$325K is earmarked for minor renovation projects involving academic space, with the balance going to HEAF-Discretionary accounts controlled by the provost and deans.
- *Accommodate Growth – Debt Service (\$2,556,125 HEAF)* *App B-4*
In FY2017, UHD issued \$37 million in Consolidated Revenue Bonds (CRB) to fund the acquisition of land and to supplement the Science & Technology (S&T) Building/Central Utility Plant project. In FY2020, \$2,556,125 will be spent on the debt service of the CRB.

The new S&T Building, which will open for Fall 2019, will drive growth and academic excellence in the STEM fields. In addition to providing a site for the S&T Building, the acquired property (and utility plant) will enable the now-approved Student Wellness and Success Center, which will help UHD establish a greater ‘sense of place’ for its students, which will support retention efforts. Finally, there is a placeholder on the acquired property for an additional structure at some later date.

Investment of FY 2020 Resources in Student Success Initiatives

	<u>New Operating \$s</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Financial Aid	\$1,196,423			\$1,196,423
Retention and Graduation Rates	\$1,769,329	\$277,749		\$2,047,078
Recruiting/Enrollment Services			\$224,100	\$224,100
Library Support			\$2,325,000	\$2,325,000
Academic Facilities and Equipment			\$1,786,000	\$1,786,000
Accommodate Continued Growth			\$2,556,125	\$2,556,125
Total	\$2,965,752	\$277,749	\$6,891,225	\$10,134,726

Priority 2 - National Competitiveness

Context

A highly qualified faculty is vital for UHD to achieve its goals of improving student success rates and equipping graduates with 21st 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.” To maintain an appropriate ratio of full-time vs. part-time faculty, and course coverage as recommended by SACS-COC, UHD will be funding three new full-time faculty positions in FY2020 and creating three additional full-time positions through reallocations. These positions will support growing undergraduate and graduate programs in Psychology, Arts Administration, and Computer Science, and strengthen UHD’s Urban Education and Criminal Justice programs.

FY 2020 Budget Initiatives

- Faculty Recruitment and Retention* (\$608,000 New Operating Funds; \$247,714 Reallocations) **\$855,714 Total Operating** **App A-C8**

National searches for new tenure/tenure-track positions will be conducted in FY2020. Funds are also being provided to cover faculty salary increases attributable to promotion/tenure, as well as to provide start-up funds for all new faculty hires. To better support faculty in their scholarship, and in response to increased research activity across the colleges, a critically needed post-award position will be added in the Office of Research & Sponsored Programs. This new position will further help to address the current stagnation of externally awarded grant funds. Lastly, as part of a larger commitment to

base fund certain commitments that had come to rely on one-time funds, a total of \$234K is being added to the Adjunct Faculty and Summer Faculty budgets.

- **Facilities and Technology (\$206,000 HEAF) App B-6**
HEAF is being provided in FY2020 to support renovation/remodeling of lab spaces in two colleges, to enable the CSET and NS departments to replace aging equipment to expand their curricula, and fund the acquisition of *iThenticate* plagiarism detection software.

Investment of FY 2020 Resources in National Competitiveness Initiatives

	<u>New Operating \$s</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment and Retention	\$608,000	\$247,714		\$855,714
Facilities/Labs and Technology			\$206,000	\$206,000
Total	\$608,000	\$247,714	\$206,000	\$1,061,714

Priority 3 - Infrastructure and Administration

Context

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

For FY2020 the initiative most impacting infrastructure costs will be the opening of the Science & Technology Building. Buildings of this type are expensive to operate, and in addition to the non-salary costs, UHD will be adding five new positions directly tied to support of this facility. UHD will also take actions in FY2020 to strengthen the underlying budget for infrastructure/administrative costs, adding base dollars for staff benefits and plant maintenance.

As with any organization, UHD's greatest asset is its faculty and staff. The faculty and staff at UHD have been fully on-board with the strategic planning decisions made at UHD over the past five years – improve student success metrics largely through tighter admission standards – even as those decisions have depressed enrollments and made it more difficult to increase compensation. Addressing salaries in some way will be important in FY2020, and for this reason UHD's FY2020 budget includes funds for a potential mid-year 2 percent raise pool, contingent on achieving enrollment targets.

As in the past, HEAF funds will be provided to address planned maintenance needs and renovation, and to maintain UHD's technology environment.

FY 2020 Budget Initiatives

- **Recruit/Retain Highly Qualified Staff (\$232,500 New Operating Funds; \$192,467 Reallocations) \$424,967 Total Operating App A-C10**

This funding will support the staff portion of a possible mid-year 2 percent salary increase pool, conditional on UHD achieving its enrollment goals. To recruit and retain top quality staff UHD must be able to provide competitive salaries.

- *Physical Plant Maintenance and Upgrades (\$1,085,637 New Operating Funds; App A-C11 (\$2,131,652 HEAF) App B-8*

UHD's new Science & Technology (S&T) Building will go into operation in Fall 2019. For FY2020 it is projected that building operations and maintenance, custodial services, grounds maintenance, and utilities costs associated with the S&T Building will total \$836K. In addition, to support the new building and general campus expansion, the Facilities Management unit will be adding two full-time positions, an HVAC Tech III and Labor Technician. Also, as part of the plan to shore up UHD's base budget, the existing plant maintenance budget will be increased by \$100K.

For FY2020, over \$2.1M of HEAF is being provided to address plant infrastructure needs. The majority of this funding (\$1.75M) will go towards planned maintenance projects that are tracked on UHD's Lifecycle Replacement list. Much of this will go to upgrade the controls in a number of aging elevators, while another significant portion will go towards needed restroom renovations in the One Main Building. An additional \$150K is being provided for lighting projects, both interior and exterior. UHD is in the process of converting much of its lighting to LED technology, which provides better light quality with lower electricity consumption/costs.

- *Technology Maintenance and Upgrades (\$261,557 New Operating Funds; App A-C12 (\$2,053,000 HEAF) App B-9*

The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. In FY2020, UHD will allocate funds to cover the increasing cost of software licensing/hardware maintenance agreements, continue with its well-established Desktop PC refresh program, upgrade servers and network infrastructure, expand storage capacity, strengthen the redundant data center housed in the Shea Building, and add a User Support Specialist for the S&T Building.

- *Campus Safety/Security (\$80,478 New Operating Funds; App A-C13 173,000 HEAF) App B-10*

The opening of the S&T Building in Fall 2019 will require the addition of two new security officer positions, to be stationed in that facility (day and evening shifts). HEAF will be provided to update the equipment in the PD Data Center, purchase an additional server to support UHD's expanding camera program, and to acquire replacement parts for the access control and camera programs.

- *General Administration and Operations (\$623,092 New Operating Funds; \$1,203,588 Reallocation) \$1,826,680 Total Operating; App A-C14 \$298,000 HEAF) App B-11*

Beginning in FY2020 UHD will see a significant increase in the UHS Service Charge, attributable mainly to the PeopleSoft Campus Solutions project (P/S Student) moving from 'implementation' to 'maintenance'. UHD had been preparing for this throughout the

implementation phase, each year allocating more of that budget into the base. The non-P/S portion of the service charge has increased significantly, but will be phased in over two years. As another element of its ‘shore up the base’ efforts, UHD allocated \$245K to increase the staff benefits budget for employees paid from local funds. Another \$98K is being provided to cover restructuring in the Academic & Student Affairs division.

To support general operations, \$131K of HEAF will be allocated among the administrative units at UHD, the companion piece to a similar allocation provided to the academic units. A fleet vehicle is being purchased for the University Business Services unit (\$30K), and another \$125K will be provided to cover HEAF-eligible needs coming to the attention of the president over the course of FY2020.

Investment of FY 2020 Resources in University Infrastructure and Administration

	<u>New Operating \$s</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$232,500	\$192,467		\$424,967
Physical Plant Maint. & Upgrades	\$1,085,637		\$2,131,652	\$3,217,289
Technology Maint. & Upgrades	\$261,557		\$2,053,000	\$2,314,557
Campus Safety/Security	\$80,478		\$173,000	\$253,478
General Administration & Operations	\$623,092	\$1,203,588	\$298,000	\$2,124,680
Total	\$2,283,264	\$1,396,055	\$4,655,652	\$8,334,971

Priority 4 - Community Advancement

Context

UHD continues to build on its strength in Community Advancement, which has been recognized nationally with the Carnegie Foundation’s Community Engagement Classification. Students participate in both curricular and co-curricular community engagement activities on- and off-campus. Approximately 2,805 students participated in community engagement activities supported by more than 110 faculty and staff.

UHD has taken a number of steps to raise its profile in the city. The University implemented a successful integrated marketing program resulting in over 10 million views of ads on Google and Facebook, 115 million billboard impressions, 36,000 airings of television commercials, and 4 million shopping mall sign impressions. UHD faculty are increasingly sought out to offer comment and analysis on news events, and media mentions of UHD are on the rise. Last year, there were 130 faculty expert media placements and 1,800 media mentions (ad value equivalency \$24.9M). In addition, 310 articles produced by UHD writers were shared 190,000 times on social media. Broadcast exposure increased 145% and social media exposure increased 728%.

Multiple media events hosted at UHD in partnership with KRTK13’s Community Affairs Division, have brought a variety of state and community leaders to campus and reached thousands of constituents on broadcast and social media channels. For the 6th year in a row UHD has been a

major partner in the Discovery Green Concert Series, firmly entrenching the University as a vital part of the downtown scene. The Gator Grit Speaker Series has brought business leaders, entrepreneurs, public servants and philanthropists to campus for lectures presented to students and the larger University community. UHD has also taken a number of actions to bring attention to the downtown campus. New lighting packages, distinctive signage, and Gator sculptures at the entry of all UHD buildings have helped to strengthen a sense of institutional identity and have drawn recognition from students, faculty, staff and visitors.

A strong measure of how a university is viewed by the community it serves is the degree to which that community provides philanthropic support. At the start of the ‘Here We Go!’ campaign, UHD set a goal of raising \$25 million by Fall 2020. As we approach Fall 2019 UHD has exceeded its original goal and will soon exceed its ‘aspirational’ goal of \$30 million. The new building for the College of Sciences and Technology has garnered significant philanthropic support and will be the first building on the UHD campus with multiple spaces named in recognition of donor support.

FY2020 Budget Initiatives

- *Marketing Staff/Marketing Funds (\$108,700 New Operating Funds; \$97,000 Reallocations) \$205,700 Total Operating App A-C16*

For FY2020 the University Advancement (UA) unit is being provided base funds for a Marketing Manager position. UA also requested that for FY2020 the 2% cut they made to the Marketing budget for FY2019 – as part of their portion of a university-wide 2% reduction – be reinstated. They will be receiving \$30,000.

The College of Public Service has earmarked \$37K for more on-line marketing in the coming year, and the College of Humanities and Social Sciences will be adding a Communications Specialist position, funded through a reallocation.

Investment of FY 2020 - Resources in Community Advancement Initiatives

	<u>New Operating \$s</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Community Awareness	\$108,700	\$97,000		\$205,700
Total	\$108,700	\$97,000	\$0	\$205,700

University of Houston-Downtown
Appendix A - Allocation of New FY 2020 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ 774,295
2 Subtotal General Revenue	<u>774,295</u>
Tuition and Fees	
3 Consolidated Tuition and Fees	4,020,602
4 Enrollment Increase/(Decrease)	166,727
5 Subtotal Tuition and Fees	<u>4,187,329</u>
Other	
6 Fund Balance	1,004,092
7 Subtotal Other	<u>1,004,092</u>
8 Total Net Revenue	<u>\$ 5,965,716</u>

<u>Reallocations</u>	B
1 Reallocations - PeopleSoft	\$ (1,100,000)
2 Reallocations - ASA Division	(668,518)
3 Reallocations - FY2019 Held for Salary	<u>(250,000)</u>
4 Subtotal - Reallocations	<u>\$ (2,018,518)</u>

<u>Priority/Initiative Allocations</u>	C
Priority 1. Student Success (p-5.10)	
5 Financial Aid	\$ 1,196,423
6 Retention & Graduation Rates	<u>2,047,078</u>
7 Subtotal - Student Success	<u>3,243,501</u>
Priority 2. National Competitiveness (p-5.12)	
8 Faculty Recruitment and Retention	855,714
9 Subtotal - National Competitiveness	<u>855,714</u>
Priority 3. University Infrastructure & Administration (p-5.13 - 5.14)	
10 Recruit/Retain Highly Qualified Staff	424,967
11 Physical Plant Maint. & Upgrades	1,085,637
12 Technology Maint. & Upgrades	261,557
13 Campus Safety/Security	80,478
14 General Administration & Operations	<u>1,826,680</u>
15 Subtotal - University Infrastructure & Administration	<u>3,679,319</u>
Priority 4. Community Advancement (p-5.16)	
16 Community Awareness	<u>205,700</u>
17 Subtotal - Community Advancement	<u>205,700</u>
18 Total Priority/Initiative Allocations	<u>\$ 7,984,234</u>

19 Total Net Reallocations and New Allocations	<u>\$ 5,965,716</u>
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University of Houston-Downtown
Appendix B - Allocation of FY 2020 HEAF

<u>FY20 Allocation</u>	
HEAF	<u>\$ 11,752,877</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p-5.11)	
1 Recruiting/Enrollment Services	\$ 224,100
2 Library Support	2,325,000
3 Academic Facilities & Equipment	1,786,000
4 Debt Service - STEM Bldg	<u>2,556,125</u>
5 Subtotal Student Success	<u>6,891,225</u>
Priority 2. National Competitiveness (p-5.13)	
6 Facilities/Labs and Technology	<u>206,000</u>
7 Subtotal National Competitiveness	<u>206,000</u>
Priority 3. University Infrastructure & Administration (p-5.14)	
8 Physical Plant Maintenance & Upgrades	2,131,652
9 Technology Maintenance & Upgrades	2,053,000
10 Campus safety / security	173,000
11 Operational Support	<u>298,000</u>
12 Subtotal University Infrastructure & Administration	<u>4,655,652</u>
13 Total Priority/Initiative Allocations	<u>\$ 11,752,877</u>

University of Houston-Downtown

Appendix C - Projected Expenditure of Scholarships and Grants

	FY2019	FY2020
TEXAS Grant	\$ 6,500,000	\$ 8,398,757
Texas Public Education Grants (TPEG)	1,982,352	2,007,895
Designated Tuition - Scholarship Set-Asides	6,384,157	6,834,867
<u>Institutional Scholarships</u>		
UHD endowed scholarship funds:		
Scholarship Match - Jeff Davis program	1,000	-
AMP Scholarship	70,000	70,000
Red Rose Scholarships funded through endowments	73,534	73,062
All other UHD endowed scholarship funds	484,440	461,146
Subtotal Institutional Scholarships	628,974	604,208
UHD portion of shared UH System scholarship endowments	36,410	36,102
Autrey, Cullen Leadership, Cullinan, Int'l Paper, Enron		
Endowed scholarships held at the UH Foundation	124,050	134,300
Dykes, A/B, Engel, Wood & Hearst-UHD, Hugh Roy Cullen-UHS		
<u>Non-Endowed Scholarships</u>		
B-on-Time Scholarships	1,522,696	1,522,696
Red Rose Scholarships	1,466	1,938
Deans' Transfer Scholarships	40,000	40,000
Merit Scholarship Funds	550,000	100,000
Scholars Academy Scholarships	320,000	320,000
100 Club Scholarships	180,000	200,000
All other UHD non-endowed scholarship funds	590,504	263,504
Subtotal Non-Endowed Scholarships	3,204,666	2,448,138
Total	\$ 18,860,609	\$ 20,464,267

Note: UHD expects to process approximately \$28.7 million in PELL, SEOG, and CWSP grants in FY2020.

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>	
	FY2018		Dollars	Percent	FY2019		Dollars	Percent	FY2020		Dollars	Percent	FY2020	
Operating & Restricted Budget	Budget				Budget				Budget				Budget	
Source of Funds														
1 State Appropriations	\$ 31.3		\$ 0.0	0.0%	\$ 31.3		\$ 1.2	3.9%	\$ 32.5				\$ 32.5	
2 HEAF	8.7		0.7	8.4%	9.5		(0.5)	-5.0%	9.0				9.0	
3 Tuition & Fees	94.2		1.0	1.0%	95.2		7.0	7.4%	102.2				102.2	
4 Other Operating	10.7		(1.6)	-15.4%	9.0		(0.4)	-4.5%	8.6				8.6	
5 Contracts & Grants	35.0		0.3	0.9%	35.3		5.3	15.0%	40.6				40.6	
6 Endowment Income/Gifts	2.8		(0.0)	-0.2%	2.8		(0.0)	-1.6%	2.8				2.8	
7 Total Sources	\$ 182.7		\$ 0.4	0.2%	\$ 183.1		\$ 12.6	6.9%	\$ 195.8				\$ 195.8	
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$ 36.5		\$ (0.4)	-1.1%	\$ 36.1		\$ 0.5	1.4%	\$ 36.6				\$ 36.6	
9 Salaries and Wages - Staff	42.9		(1.1)	-2.7%	41.7		1.5	3.7%	43.2				43.2	
10 Benefits	21.0		(0.2)	-1.0%	20.8		0.7	3.3%	21.5				21.5	
11 M&O	28.8		0.9	3.1%	29.7		4.5	15.2%	34.2				34.2	
12 Capital	4.1		0.7	16.7%	4.7		(0.3)	-6.0%	4.5				4.5	
13 Scholarships	44.1		0.9	2.0%	45.0		4.9	10.8%	49.8				49.8	
14 Debt Service	3.2		0.0	0.1%	3.2		0.5	16.2%	3.8				3.8	
15 Utilities	2.2		(0.3)	-14.9%	1.9		0.3	15.3%	2.1				2.1	
17 Total Uses	\$ 182.7		\$ 0.4	0.2%	\$ 183.1		\$ 12.6	6.9%	\$ 195.8				\$ 195.8	

Capital Facilities Budget

Source of Funds														
18 HEAF	\$ 3.0		\$ (0.7)	-24.2%	\$ 2.3		\$ 0.5	20.6%	\$ 2.8				\$ 2.8	
19 Bonds	14.5		26.7	183.5%	41.2		(40.0)	-97.1%	1.2				1.2	
21 Other	1.2		0.1	7.0%	1.2		(0.9)	-75.2%	0.3				0.3	
22 HEAF Bond Proceeds/Instit Funds	3.7		7.3	193.5%	11.0		(11.0)	-100.0%	-				-	
23 Total Sources	\$ 22.5		\$ 33.3	148.1%	\$ 55.7		\$ (51.5)	-92.3%	\$ 4.3				\$ 4.3	
Use of Funds by Object														
24 Construction	\$ 18.3		\$ 33.9	185.2%	\$ 52.2		\$ (51.0)	-97.7%	\$ 1.2				\$ 1.2	
25 Major Rehabilitation	4.2		(0.7)	-15.6%	3.5		(0.5)	-12.9%	3.1				3.1	
27 Total Uses	\$ 22.5		\$ 33.2	147.7%	\$ 55.7		\$ (51.5)	-92.4%	\$ 4.3				\$ 4.3	

Total Operating, Restricted and Capital Budget

28	\$ 205.2		\$ 33.6	16.4%	\$ 238.8		\$ (38.8)	-16.3%	\$ 200.0				\$ 200.0	
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University of Houston-Downtown
Table 2 - Operations

Source of Funds	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 24,510,248	\$ 724,294	3.0%	\$ 25,234,542
Special Items	264,960	50,001	18.9%	314,961
State Benefits Appropriation	6,471,816	440,645	6.8%	6,912,461
Dedicated Appropriations-TX CWS/License Plate	92,500	(5,303)	-5.7%	87,197
Subtotal State General Revenue Appropriations	31,339,524	1,209,637	3.9%	32,549,161
Tuition and Fees				
Statutory & Graduate Premium	20,086,048	200,917	1.0%	20,286,965
Subtotal Tuition and Fees	20,086,048	200,917	1.0%	20,286,965
HEAF	11,752,877			11,752,877
Income on State Treasury Deposits	33,000	25,000	75.8%	58,000
Fund Balance	320,000	(26,000)	-8.1%	294,000
Subtotal General Funds	63,531,449	1,409,554	2.2%	64,941,003
Designated				
Tuition and Fees				
Designated Tuition - General	49,983,253	3,755,587	7.5%	53,738,840
Designated Tuition - Differential	4,186,906	(368,540)	-8.8%	3,818,366
Library Fee	2,029,767			2,029,767
Technology Fee	5,201,066			5,201,066
Major/Department/Class Fees	9,051,672	232,253	2.6%	9,283,925
Subtotal Tuition and Fees	70,452,664	3,619,300	5.1%	74,071,964
Indirect Cost	138,584	39,582	28.6%	178,166
Investment Income on Non-Endowed Funds	520,000	(12,000)	-2.3%	508,000
Endowment Income	308,748	5,026	1.6%	313,774
Contracts / Grants / Gifts	30,000	15,900	53.0%	45,900
Self Supporting Organizations/Others	1,855,400	111,500	6.0%	1,966,900
Fund Balance	2,795,710	(255,695)	-9.1%	2,540,015
Subtotal Designated Funds	76,101,106	3,523,613	4.6%	79,624,719
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,426,823	245,918	5.6%	4,672,741
Recreation and Wellness Center	1,211,097	2,047,512	169.1%	3,258,609
Other Student Fees	244,000	6,000	2.5%	250,000
Subtotal Student Fees	5,881,920	2,299,430	39.1%	8,181,350
Sales & Service - Parking	1,675,000			1,675,000
Sales & Service - Athletics/Hotel/UC/Other	767,000	(27,682)	-3.6%	739,318
Fund Balance	576,646	(284,357)	-49.3%	292,289
Subtotal Auxiliary Funds	8,900,566	1,987,391	22.3%	10,887,957
Total Current Operating Funds	148,533,121	6,920,558	4.7%	155,453,679
Interfund Transfer	(3,527,063)	455,319	-12.9%	(3,071,744)
Total Sources	\$ 145,006,058	\$ 7,375,877	5.1%	\$ 152,381,935
Use of Funds by Object				
Salaries and Wages	\$ 76,434,765	\$ 1,936,551	2.5%	\$ 78,371,316
Benefits	20,575,953	689,881	3.4%	21,265,834
M&O	26,711,873	3,924,960	14.7%	30,636,833
Capital	4,746,425	(286,277)	-6.0%	4,460,148
Scholarships	11,432,470	299,949	2.6%	11,732,419
Debt Service	3,249,572	526,801	16.2%	3,776,373
Utilities	1,855,000	284,012	15.3%	2,139,012
Total Uses	\$ 145,006,058	\$ 7,375,877	5.1%	\$ 152,381,935

University of Houston-Downtown
Table 3 - Restricted

Source of Funds	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 2,884,516	\$ 628,261	21.8%	\$ 3,512,777
Financial Aid	32,424,000	4,670,796	14.4%	37,094,796
Gifts	1,339,050	45,250	3.4%	1,384,300
Endowment Income	754,406	(31,837)	-4.2%	722,569
Other Restricted	502,362	(58,108)	-11.6%	444,254
Total Current Operating Funds	37,904,334	5,254,362	13.9%	43,158,696
Interfund Transfer	224,689	(799)	-0.4%	223,890
Total Sources	\$ 38,129,023	\$ 5,253,563	13.8%	\$ 43,382,586
Use of Funds by Object				
Salaries and Wages	\$ 1,385,231	\$ 113,844	8.2%	\$ 1,499,075
Benefits	242,198	5,625	2.3%	247,823
M&O	2,960,916	581,832	19.7%	3,542,748
Scholarships	33,540,678	4,552,262	13.6%	38,092,940
Total Uses	\$ 38,129,023	\$ 5,253,563	13.8%	\$ 43,382,586

University of Houston-Downtown

Table 4 - Capital Projects

	-----Project Expenditures-----			-----Funded From-----				
	Project to Date (1)	FY2020 Budget	Future Year Budgets	Total Project Budget	HEAF	Revenue Bonds	Gifts	Other
New Construction								
Wellness and Success Center	\$ -	\$ 1,200,000	\$ 36,800,000	\$ 38,000,000	\$ -	\$ 35,000,000	\$ -	\$ 3,000,000
Subtotal New Construction	\$ -	\$ 1,200,000	\$ 36,800,000	\$ 38,000,000	\$ -	\$ 35,000,000	\$ -	\$ 3,000,000
Major Repairs and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal/Capital Improvement	\$ -	\$ 1,746,652	\$ -	\$ 1,746,652	\$ 1,746,652	\$ -	\$ -	\$ -
Renovations/Adaptations		1,020,000		1,020,000	1,020,000			
Girard Street Garage Capital Renewal		51,000		51,000				51,000
Major Technology Project								
PeopleSoft Student	4,593,058	254,092		4,847,150	1,621,129			3,226,021
Subtotal Major Repairs & Rehabilitation	\$ 4,593,058	\$ 3,071,744	\$ -	\$ 7,664,802	\$ 4,387,781	\$ -	\$ -	\$ 3,277,021
Total	\$ 4,593,058	\$ 4,271,744	\$ 36,800,000	\$ 45,664,802	\$ 4,387,781	\$ 35,000,000	\$ -	\$ 6,277,021

(1) Project expenditures to date, estimated through August 31, 2019

University of Houston-Downtown

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2019 Budget	-----Change-----		FY2020 Budget
		FTE	Percent	
Faculty	287	(4)	-1.4%	283
Part-time Faculty	273	10	3.7%	283
Professional Staff	366	16	4.4%	382
Classified Staff	299	3	1.0%	302
Temporary Staff	146	5	3.4%	151
Total	1,371	30	2.2%	1,401

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

	FY2016	FY2017	FY2018	FY2019	FY2020	FY20 vs FY19
	Actuals	Actuals	Actuals	Budget	Budget	Change
Semester Credit Hours						
Lower Division	122,528	111,803	106,478	109,538	105,975	(3,563)
Upper Division	171,118	172,233	173,133	168,759	172,322	3,563
Masters	20,723	27,585	28,532	27,808	27,808	-
Total	314,369	311,621	308,143	306,105	306,105	-
Semester Credit Hours-On/Off Campus						
On Campus	199,331	195,484	186,890	192,020	185,653	(6,367)
Off Campus	115,038	116,137	121,253	114,085	120,452	6,367
Total	314,369	311,621	308,143	306,105	306,105	-
Fall Headcount	14,255	14,245	13,913	13,992	13,992	-
Fall FTE	9,216	9,029	8,934	8,869	8,869	-

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

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Sources				
Current Year Appropriations	\$ 4,463,823	\$ 258,918	5.8%	\$ 4,722,741
Remissions/Exemptions	(37,000)	(13,000)	35.1%	(50,000)
Other Income	309,500	(8,000)	-2.6%	301,500
Budgeted Fund Balance	313,445	(113,425)	-36.2%	200,020
Total Sources	\$ 5,049,768	\$ 124,493	2.5%	\$ 5,174,261
Allocations				
Banner Financial Aid Maintenance	\$ 14,000	\$ -	0.0%	\$ 14,000
Bayou Review	9,665	-	0.0%	9,665
Call Center	198,738	(91,009)	-45.8%	107,729
Campus Activities Board	27,600	-	0.0%	27,600
Campus Information Center	80,606	316	0.4%	80,922
Career Services	494,591	(8,748)	-1.8%	485,843
Center for Student Diversity, Equity and Inclusion	60,581	237	0.4%	60,818
Clubs and Organizations	90,033	-	0.0%	90,033
Club Sports Program	-	71,000		71,000
Conference and Events	163,151	91,761	56.2%	254,912
Daxco	-	5,000		5,000
Disability Services Software	18,000	-	0.0%	18,000
Drama Production	46,025	-	0.0%	46,025
Enrollment Management	416,041	(55,781)	-13.4%	360,260
Enrollment Management/Services	107,953	(107,953)	-100.0%	-
eSports Center	438,492	129,157		567,649
Financial Aid Office	-	40,000		40,000
First & Second Year Retention	997,546	(235,330)	-23.6%	762,216
Food Market	121,161	475	0.4%	121,636
Global Scholars Program	48,000	(23,000)		25,000
Graduation/Diplomas	-	20,000		20,000
Homecoming	265,400	(7,095)	-2.7%	258,305
International Programs	20,000	-	0.0%	20,000
Leadershape & Conferences	30,478	-	0.0%	30,478
One Main Events	26,061	-	0.0%	26,061
Orgsync	29,364	-		29,364
Registrar	-	20,000		20,000
SA Program & Events	7,425	-		7,425
Software Consulting	208,509	214,451	102.8%	422,960
Student Activities	-	30,000		30,000
Student Affairs	30,870	1,000	3.2%	31,870
Student Assistance Program	254,440	61,467	24.2%	315,907
Student Awards	220,000	-	0.0%	220,000
Student Government Association	3,300	-	0.0%	3,300
Student Health Services	61,995	(26,200)	-42.3%	35,795
Student Newspaper	274,837	(10,000)	-3.6%	264,837
Title IX	13,000	-	0.0%	13,000
UHD iRadio	-	10,000		10,000
Utilities/Other Overhead	133,548	(5,684)	-4.3%	127,864
Veterans Services Operations	123,658	429	0.3%	124,087
Welcome Week	14,700	-	0.0%	14,700
Total Allocations	\$ 5,049,768	\$ 124,493	2.5%	\$ 5,174,261

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

Use of Funds by Organization	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
President	\$ 1,448,367	\$ 399,004	27.5%	\$ 1,847,371
Advancement & University Relations	3,355,664	159,837	4.8%	3,515,501
Employment Services and Operations	1,508,130	(31,934)	-2.1%	1,476,196
Academic & Student Affairs				
Administration (Provost)	5,241,343	389,117	7.4%	5,630,460
Business Administration	17,012,542	176,480	1.0%	17,189,022
Humanities and Social Sciences	13,424,004	192,334	1.4%	13,616,338
Public Service	8,030,354	(584,264)	-7.3%	7,446,090
Sciences and Technology	11,017,197	(64,654)	-0.6%	10,952,543
University College	4,490,923	63,812	1.4%	4,554,735
Student Affairs	4,047,557	328,090	8.1%	4,375,647
Enrollment Management	7,918,363	(119,751)	-1.5%	7,798,612
Subtotal Academic & Student Affairs	71,182,283	381,164	0.5%	71,563,447
Scholarships	10,772,470	319,646	3.0%	11,092,116
Library	4,564,369	47,675	1.0%	4,612,044
Continuing Education	829,706	347,003	41.8%	1,176,709
Administration				
Administration (VP Administration)	522,386	(18,938)	-3.6%	503,448
Budget, Procurement and Contracts	848,556	61,004	7.2%	909,560
Business Affairs	1,951,425	27,305	1.4%	1,978,730
Information Technology	15,318,441	568,760	3.7%	15,887,201
Physical Plant	6,085,288	259,651	4.3%	6,344,939
Public Safety	3,562,406	789,756	22.2%	4,352,162
University Business Services	1,318,326	(70,199)	-5.3%	1,248,127
Utility	1,855,000	284,012	15.3%	2,139,012
Subtotal Administration	31,461,828	1,901,351	6.0%	33,363,179
Staff Benefits	11,270,493	565,868	5.0%	11,836,361
Community Development	264,960	50,001	18.9%	314,961
Unallocated	-	1,961,512		1,961,512
System Service Charges	2,522,468	1,307,943	51.9%	3,830,411
Insurance Premium	463,392	30,058	6.5%	493,450
Debt Service	3,249,572	526,801	16.2%	3,776,373
Fund Balance Contingency	2,112,356	(590,052)	-27.9%	1,522,304
Total Uses	\$ 145,006,058	\$ 7,375,877	5.1%	\$ 152,381,935

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

Use of Funds by Organization	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
President	\$ 5,972	\$ 187,786	3144.4%	\$ 193,758
Advancement & University Relations	6,000	1,000	16.7%	7,000
Academic & Student Affairs				
Administration (Provost)	425,569	(311,893)	-73.3%	113,676
Business Administration	357,563	2,607	0.7%	360,170
Humanities and Social Sciences	92,234	(2,810)	-3.0%	89,424
Public Service	727,182	251,029	34.5%	978,211
Sciences and Technology	1,164,579	394,550	33.9%	1,559,129
University College	1,075,048	134,750	12.5%	1,209,798
Subtotal Academic & Student Affairs	3,842,175	468,233	12.2%	4,310,408
Scholarships	33,772,514	4,654,652	13.8%	38,427,166
Fund Balance Contingency	502,362	(58,108)	-11.6%	444,254
Total Uses	\$ 38,129,023	\$ 5,253,563	13.8%	\$ 43,382,586

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

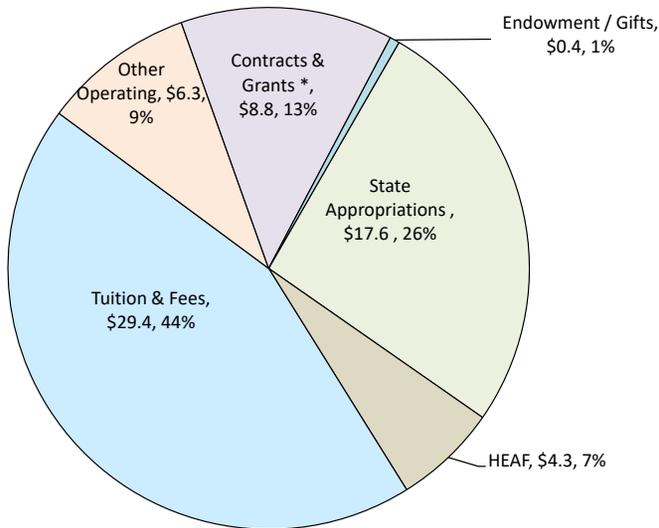
There are no references associated with this policy.

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University of Houston-Victoria Budget

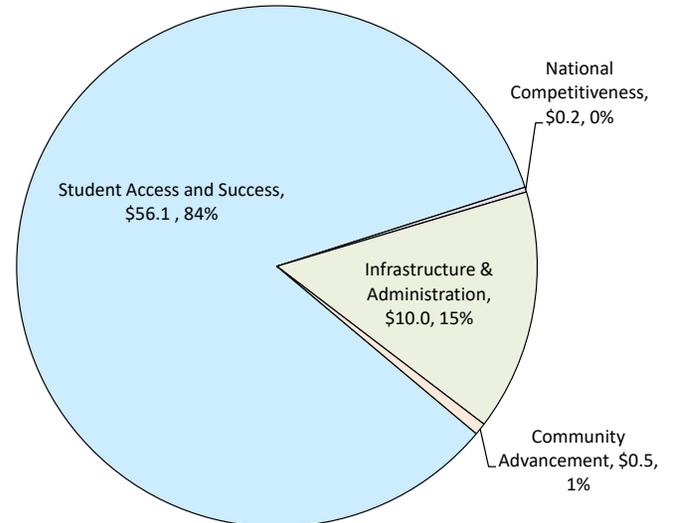
FY2019

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$66.8 Million

Operating Budget Use of Funds



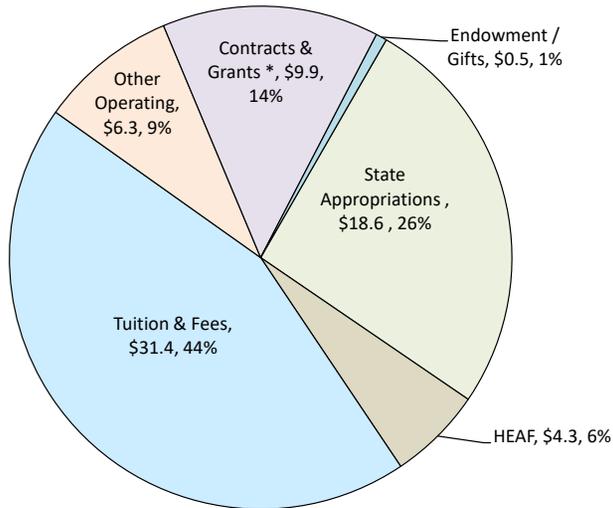
Total \$66.8 Million

Total Budget

	\$ Millions
Operating Budget	\$ 66.8
Capital Facilities	67.7
Total	\$ 134.5

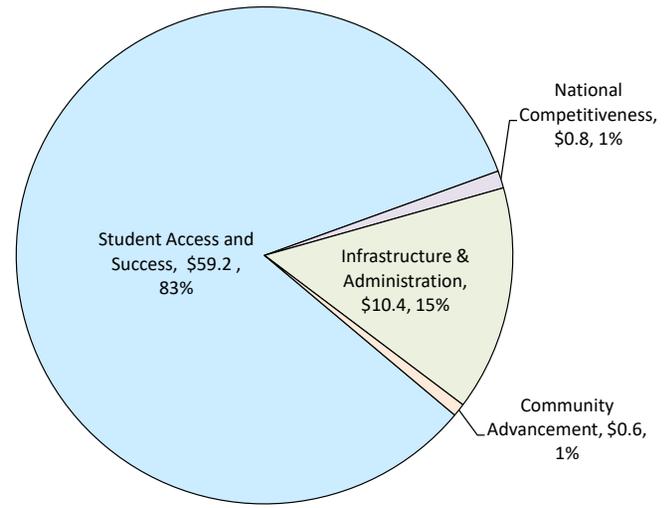
FY2020

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$71.0 Million

Operating Budget Use of Funds



Total \$71.0 Million

Total Budget

	\$ Millions
Operating Budget	\$ 71.0
Capital Facilities	58.0
Total	\$ 129.0

University of Houston-Victoria Operating Budget
Revenues FY2016- FY2020
\$ in Millions

	A	B	C	D	E
	2016 Actual	2017 Actual	2018 Actual	2019 Budgeted	2020 Proposed
1 State Appropriations	\$ 19.7	\$ 19.8	\$ 18.0	\$ 17.6	\$ 18.6
2 HEAF	2.9	4.3	4.3	4.3	4.3
3 Tuition & Fees	24.5	25.6	27.4	29.4	31.4
4 Other Operating	4.9	4.5	3.4	6.3	6.3
5 Contracts & Grants *	9.3	7.7	14.9	8.8	9.9
6 Endowment / Gifts	1.3	1.6	1.3	0.4	0.5
7 Total	<u>\$ 62.6</u>	<u>\$ 63.5</u>	<u>\$ 69.3</u>	<u>\$ 66.8</u>	<u>\$ 71.0</u>

* Includes Federal financial aid

University of Houston-Victoria Operating Budget
Expenditures FY2016 - FY2020
\$ in Millions

	A	B	C	D	E
	2016	2017	2018	2019	2020
	Actual	Actual	Actual	Budgeted	Proposed
1 Student Access and Success	\$ 51.0	\$ 51.3	\$ 60.8	\$ 56.1	\$ 59.2
2 National Competitiveness	0.4	0.7	0.5	0.2	0.8
3 Infrastructure & Administration	8.3	10.4	7.9	10.0	10.4
4 Community Advancement	1.0	0.9	0.7	0.5	0.6
5 Total	<u>\$ 60.7</u>	<u>\$ 63.3</u>	<u>\$ 69.9</u>	<u>\$ 66.8</u>	<u>\$ 71.0</u>

**University of Houston-Victoria
FY2020 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 2020 Total	FY 2019 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	11,672,695		143,572	11,816,267							11,816,267	8,990,203
3 Non-Tenure Track Faculty	707,979			707,979							707,979	1,314,417
4 Adjunct Faculty	864,889			864,889							864,889	754,678
5 Graduate Assistant												80,504
6 Exempt Staff	2,129,017	604,314	496,604	3,229,935	191,688	3,273,223	2,877,718	185,428		166,941	9,924,933	11,541,249
7 Non-Exempt Staff	265,018	161,034	2,204,279	2,630,331	109,092	620,505	451,766	471,219		202,732	4,485,645	3,055,265
8 Student Employees			449,128	449,128	1,378	131,994	80,491	6,310		7,200	676,501	155,052
9 Summer Instruction Salaries	259,701			259,701							259,701	1,294,575
10 Benefits	4,414,130	88,918	1,643,521	6,146,569	160,589	1,312,271	1,125,512	409,637		121,097	9,275,675	8,710,618
11 Subtotal	20,313,429	854,266	4,937,104	26,104,799	462,747	5,337,993	4,535,487	1,072,594		497,970	38,011,590	35,896,561
12 Capital					-	80,000	103,000	502,133			685,133	119,750
13 M&O	1,143,196	442,672	2,643,754	4,229,622	113,369	2,598,939	1,893,161	1,777,793		1,462,341	12,075,225	12,543,395
14 Travel & Business Expense	318,387	2,768	1,010,988	1,332,143	3,667	282,620	87,574	1,195		2,470	1,709,669	655,788
15 Debt Service			790,500	790,500			82,342			3,643,118	4,515,960	4,536,704
16 Utilities								732,200			732,200	850,290
17 Scholarship & Fellowship									13,260,671		13,260,671	12,218,681
18 Subtotal	1,461,583	445,440	4,445,242	6,352,265	117,036	2,961,559	2,166,077	3,013,321	13,260,671	5,107,929	32,978,858	30,924,608
19 Total Expenditure Budget	\$ 21,775,012	\$ 1,299,706	\$ 9,382,346	\$ 32,457,064	\$ 579,783	\$ 8,299,552	\$ 6,701,564	\$ 4,085,915	\$ 13,260,671	\$ 5,605,899	\$ 70,990,448	\$ 66,821,169

08/06/19

6.4

UHV Executive summary 20

University of Houston-Victoria Mission and Goals

UHV Mission

The University of Houston-Victoria (UHV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. UH-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence. [Approved, University of Houston System Board of Regents, March, 2018].

Each of the goals, university priorities, and budgeted resource initiatives outlined in the subsequent narrative correspond to and are summarized in the Appendix A (Allocation of New Resources) and Appendix B (Allocation of HEAF) tables which appear at the end of the narrative section.

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 tenth year of downward expansion, there are two basic priorities for the upcoming fiscal year: 1) focus on fund growth, student retention, and student enrollment; 2) reduce unnecessary funding of activities not immediately related to those goals.

The following priorities should be observed:

- Maintain the financial stability of the institution:
 - For FY20 stability will require that we consolidate functions and reduce funding wherever it is possible to do so without significant deterrent to growth and quality.
 - It will also require modest and targeted increases in tuition and student fees.
- Provide, insofar as possible, some meaningful recognition of the efforts of faculty and staff to bring about the successful launch of UHV as a destination university, while also maintaining the university's commitment to off-campus and online delivery of instruction and support services.
- Maintain university commitments to increasing enrollment and to collaborating in the delivery of academic programs and related services both on site and online:
 - to residential students in Victoria; and
 - to commuting students in Greater Houston and throughout the service area.
- Maintain the UH System's commitment to providing access to the Greater Houston region and the state, making student success the top priority of this component university—as stated in the System's Mission and Goals.
- Assess and respond to educational, student life and academic support needs in Victoria and throughout the service area.
- Assess and ensure quality throughout all aspects of the delivery of programs and services.
- Support faculty research and professional development to the extent that resources permit.
- Maintain and continue to improve technological resources, especially to facilitate delivery of effective instruction and related services.
- Provide adequate facilities to meet the needs of this growing institution.

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. UHV has established a University College for all first time in college students incorporating the residential

learning communities began in fall 2014 through its “Living and Learning” project. The goal of the University College is to improve the first to second year retention rates.

The University will be moving its Katy operations to a new facility that will be shared with UH Engineering and Nursing programs. The University continues to increase the number of face-to-face offerings in new and established programs in both Katy and Victoria at no increase in cost. The Office of International Programs continues to address the needs of international students, a portion of whom are student athletes, while increasing recruiting efforts in the west Houston area. The University has entered into a relationship with Academic Partnership which will improve marketing for on line programs, leading to increased enrollment. Academic Partnership is working to improve a number of our processes such as recruiting, admissions, and retention.

The construction of a STEM (Science, Technology, Engineering, Math) building on the Victoria campus to enhance science and technology offerings, particularly for students in pre-med, pre-dental, pre-pharmacy, and the pre-engineering fields, will be complete by the start of the fall semester, 2020. UHV continues to receive computer science grants from the Department of Defense and NASA. To the extent possible given budget constraints, UHV will add to its degree inventory by converting some current concentrations into stand-alone degree offerings.

A new library and University Commons will open beginning in the fall 2019 semester. The library will have academic support services and library services folded into its function. With the new library, our existing lease and shared use of the Victoria College Library will cease. The library will additionally be integrated with the new University Commons that will house student groups, student life, and dining and other services. This new concept intends that students easily traffic between the areas, interacting more readily with each other, academic support staff, librarians, and faculty.

UHV continues with its mission statement and Long-Range Strategic Plan. All academic and administrative units have aligned their strategic priorities with the new mission statement and Long-Range Strategic Plan.

The major UHV target objectives for FY 2020 include

1. Student Success

- Continue the University College model to increase student success and retention by providing vital resources to new students
- Hire essential faculty and staff in critical areas such as Counselor Education and Counseling Psychology
- Increase the proportion of face-to-face classes and course offerings
- Continued development of UHV programs and curricula
- Continued expansion of residential campus in Victoria

2. National Competitiveness

- Maintenance of national program accreditations including CCNE accreditation in Nursing and SACS reaffirmation projects

- Continue work to receive ABET accreditation in Computer Science and Computer Information Systems (ABET)
 - Equitable and competitive salaries for faculty
 - Professional development for faculty and staff
3. University Infrastructure and Administration
- Technology resources enhancement
 - Operational support
 - Equitable and competitive salaries for staff
 - Development of new facilities for the Victoria campus including Residence Hall and Town Plaza Mall
 - New UH System facility in Katy
4. Community Advancement
- Civic engagement
 - Small Business Development Center (SBDC)
 - Partnerships for Regional Economic Prosperity (PREP)
 - 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, outsource custodial, and reduce faculty and staff positions in order to reallocate additional operational resources. For FY2020, UHV reallocations are categorized below:

Fiscal Year 2019-2020 Budget Reductions

Reduction	Comment	Amount
One-time funded in FY 19	Reallocate FY1 one-time funding in FY20	482,858
Library Lease	Cancellation of Library space lease	78,252
Departmental Reallocation	Departmental M&O reallocations	503,885
Total Reduction		<hr/> 1,064,995
Reallocation		
Program expansion	Essential new faculty and staff	602,485
Departmental	Additional departmental budget M&O	462,510
Total Reallocation		<hr/> \$ 1,064,995

PRIORITY 1: STUDENT SUCCESS

CONTEXT

UHV has established an expanded administrative structure to improve recruitment activities with the hiring of a Vice President for Enrollment Management to begin with the start of the 2019 – 2020 academic year. This individual will oversee existing programs including admissions and recruiting, financial aid, international programs, and registrar.

New degrees scheduled to begin in FY2020 include a Bachelor's of Arts and Bachelors of Science in University Studies, Master of Science degree in Kinesiology with a concentration in Sport Management, Master of Science in Criminal Justice, and a Master of Accountancy. Other existing degrees will add concentrations which are pathways through existing degree plans to take a body of existing courses which will focus on a particular area of specialization.

To assist retention efforts, the University College, established in the fall of 2017, focuses on the needs of first-time-in-college freshmen. The University College includes advising, success coaching, Living and Learning, tutoring, and peer mentoring. UHV will continue to support academic infrastructure, for both online and face-to-face students.

The new relationship with Academic Partnership will use improved marketing methods to recruit additional transfers from community colleges and graduate students in selected degrees. Included in the degree programs are the Global MBA and bachelor's degrees in Communication, Criminal Justice and Nursing. At the same time, UHV is emphasizing increasing the yield of admitted students who enrolled for courses.

UHV is also planning a broad array of facilities construction that meets the needs of the Victoria campus. Construction of a new Student Center and Learning Commons will be completed by the start of the summer, 2019 with move-in at the start of the fall semester 2019. A new residence life facility will be completed by the spring semester of 2020. The facility will be reserved for sophomore and above students. Included in these two projects is a redesigned, pedestrian friendly street between the existing campus and the new facilities. A new STEM building is underway on the existing campus, with a scheduled completion of fall 2020. The addition of these facilities will result in a changed image for UHV, which should attract additional students.

Another creative project which will be completed in FY20 is the transformation of a vacant mall located in proximity to the UHV campus into a university facility. This new facility will provide needed parking for the land-locked main campus by adding additional space for kinesiology, storage for excess library books, and the expansion of the SBDC and the Partnership for Regional Economic Prosperity (PREP).

Due to low enrollment, the International Programs Office has terminated the Jaguar Language Center (JLC). The International Programs Office has made a number of positive changes in policy and practice that have had a positive effect in bringing additional international students into the Victoria region, including exchange programs with Universities in Norway, Taiwan, Japan, and Germany. They have also developed a number of out-of-class activities to help international students become a part of the UHV community, including a successful International Student Festival that has brought the campus and the community closer together. Depending on its enrollment growth and State support, UHV is not wavering from its goal of six thousand students on the Victoria campus.

FY 2020 BUDGET INITIATIVES

Student Recruitment, Retention and Success (\$725,167 New Resources) *App A-C5*

(\$94,000 HEAF) *App B-1*

UHV will continue to offer orientation and retention programs by having all first year students participate in the University College. The University College provides vital resources to assist new students in making the transition from high school. These resources include *New Student Orientation, Academic Advising, and Learning Support* (to include *Learning Communities, Freshman Year Seminars, Developmental Courses, Career Services, and Summer Bridge Programs*). In FY2020, UHV has allocate funds to increase recruitment, retention and student

success. Additional TPEG and scholarship totaling \$145,669 have been set-aside to assist students with financial needs. UHV has entered into an agreement with Academic Partnerships to expand the university's enrollment. UHV is currently the process of hiring a Vice President for Enrollment Management to lead recruiting, retention and student success areas. UHV continues its collaboration through EAB to bolster its student success initiative. In addition, \$275,000 have been allocated to scholarships. HEAF funds will be utilized to purchase a replacement passenger van and 20-passenger shuttle bus.

Faculty and Staff in Critical Areas (\$665,279 New Resources) *App A-C6* **(\$0 HEAF)**

New faculty members will be hired in critical and fast-growing areas such as Counseling Education and School Psychology. Additional faculty are critical for the success of fast growing programs in Computer Science, English, Creative Writing, and Art. New staff positions were approved including a Special Collections Librarian for the newly relocated Library, an Admissions/Transfer Analyst to facilitate Academic Partnerships, an Equal Opportunity Analyst for Title IX, an Environmental, Health and Safety Specialist in UHV's Safety and Risk Management office, and an Assistant Director and half-time secretary for the Partnerships for Regional Economic Prosperity (PREP).

Increase Face-to-Face Classes and Program Offerings (\$168,913 New Resources) *App A-C7*
(\$76,500 HEAF) *App B-2*

Making UHV a destination campus continues to be a high priority for UHV. A major component of this priority is increasing face-to-face classes and program offerings, especially on the Victoria campus. UHV was an early national leader in delivering courses via distance learning and is still considered to be one of the top distance learning institutions in the nation; a contract with Academic Partnerships will provide enhanced marketing and recruitment for online programs. All bachelor's level programs will complete course schedules allowing degree completion using only face-to-face courses or on-line courses. To help support these offerings, the Library continues to provide electronic library services to students and instructional support services to faculty and students. New resources were identified to hire additional librarians. HEAF Funds will be utilized to increase online Library subscriptions to support new programs.

UHV Katy Expansion (\$291,220 New Resources) *App A-C8* **(\$0 HEAF)**

UHV has participated in the development of plans for a new UH System campus in Katy. This facility is located approximately one mile from the previous leased facility and will be ready to be occupied by fall 2019. UHV will be able to eliminate the lease space in Katy and reallocate \$741,690 in funding that was earmarked for the UHV Katy lease which includes maintenance and utility costs associated with the new facility.

Continued Expansion of Residential Campus in Victoria (\$372,093 New Resources)

App A-C9 **(\$797,000 HEAF)** *App B-3*

Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. New funds are allocated to enhance Student Government programs and increased Library storage. HEAF funds will UHV will continue to expand its residential campus through continuation of initiatives.

- Complete construction of new residence hall adjacent to new Learning Commons/Student Center facility
- Expansion of Residence Life facilities and services to provide adequate student housing needed for growth
- Mentorship of prospective students through well-established programs
- Marketing of UHV as a destination university

PRIORITY 1. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Increase Student recruitment, retention and success	\$725,167	\$94,000	\$819,167
Faculty and staff in critical areas	\$665,279	\$0	\$665,279
Face-to-Face and academic program offerings	\$168,913	\$76,500	\$245,413
UHV Katy	\$291,220	\$0	\$291,220
Expansion of a residential campus	\$372,093	\$797,000	\$1,169,093
<hr/>			
Totals	\$2,222,672	\$967,500	\$3,190,172

PRIORITY 2: NATIONAL COMPETITIVENESS

CONTEXT

To be more competitive, both nationally and regionally, UHV plans to use effective recruiting and strong articulation partnerships with community colleges to increase the number of residential and off-campus students who choose UHV, through both face-to-face and online course delivery, as their college of choice. UHV continues to rank high in evaluations of online courses. During 2018 UHV had 26 programs ranked high, from second to twenty-eighth nationally, by a variety of online sources.

During FY 2020, UHV will prepare its fifth year report for SACSCOC. Data for the ten-page QEP implementation report on Living and Learning are being gathered for analysis, as well as the appropriate information for core requirements, comprehensive standards, and federal reporting. The onsite visit for accreditation of the new nursing program (RN-to-BSN) through CCNE occurred in September. Funds are allocated to pursue ABET accreditation for the Computer Science and Computer Information System programs, which will help in obtaining

approval from the THECB for a new degree in Computer Engineering. The CACREP accreditation has been completed; AACSB reaccreditation self-study is being completed.

Research and Sponsored Programs Office has been assisting faculty and staff in receiving sponsored research grants during the past year. In FY18, the Federal Pell Grants limited to students with financial need, who have not earned their first bachelor's degree, increased by 1.5 million. The number of awarded research grants decreased 55% resulting in a 41% decrease of expenditures. The number of applications submitted decreased by 26% and the monetary amount of applications submitted decreased by 91%.

FY 2020 BUDGET INITIATIVES

Professional Development for Faculty and Staff (\$24,600 New Resources) *App A-C11* **(\$0 HEAF)**

UHV provides faculty and staff with professional development opportunities to maintain and enrich the quality of its programs and services. This biennium UHV has realized increased state funding for faculty research. To fund these efforts, UHV combines local, endowment and state funds, UHV supports faculty research and participation in professional conferences. In addition, the university provides a broad array of online training to employees located at different sites. Current faculty development funds also provide support for the associated costs of research, conference participation, and teaching awards.

Equitable and Competitive Salaries for Faculty (\$586,148 New Resources) *App A-C12* **(\$0 HEAF)**

Faculty promotion salary adjustments for full-time tenure-track faculty were revamped for FY2020. Previously, assistant professors promoted to associate professors received a 4% increase in salary and 6% for associate professors promoted to professors. With the new system, promotion to associate professor carries a \$7,000 increase in salary exclusive of any other raise; for promotion to full professor, the increase is \$10,000. Promotion to senior lecturer carries an increase of \$4,000 exclusive of other raises.

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. Traditionally, UHV has used 90% of the CUPA average as a benchmark, but for FY20 has implemented using 100% of CUPA as the benchmark in order to be competitive. Equity adjustments will be considered for faculty members who have an extreme equity pay issue compared to the market. In FY19, the School of Business Administration introduced a Bachelor's of Business Administration (BBA) fee of \$12 a semester credit hour while decreasing its current Graduate Business fee from \$75 to \$45 per semester credit hour. This change allowed more students to pursue an MBA an affordable graduate program. To attract and retain qualified faculty, the School of Business Administration, through its AACSB accreditation program, offers a stipend to faculty who complete the necessary criteria.

PRIORITY 2. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Professional Development for Faculty and Staff	\$24,600	\$0	\$24,600
Equitable & competitive salaries for faculty	\$586,148	\$0	\$586,148
<hr/>			
Totals	\$610,748	\$0	\$610,748

PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

CONTEXT

UHV has an environment conducive to learning, teaching, research and service. Investments for this priority will focus on expanding technology, equitable staff salaries, and operating facilities upgrades to improve efficiency, outsourcing, planning new facilities in both Victoria and Katy, and developing other quality improvements.

FY 2020 BUDGET INITIATIVES

Technology (\$156,360 New Resources) *App A-C14* **(\$845,183 HEAF) *App B-5***

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. IT has completed the reorganization of user services based on recommendations developed by the UH IT Operations assessment of UHV IT. This reorganization has increased efficiencies of that group and created a cost savings of nearly \$27,000. In FY2020, UHV has obligated HEAF funds to support upgrading computers, servers and other equipment; expanding Wi-Fi coverage and capacity; and maintaining a robust campus network infrastructure and service. In addition, funding has been allocated to allow UHV Information Technology (IT) continuous evaluation and implementation of cloud-based services to off-load server cost and management which increase efficiencies as well as student, staff, and faculty satisfaction. HEAF funds for technology are reallocated yearly through the budget process; whereby, the administration review and approves allocations. Non-eligible HEAF requests are mainly renewal of software and licenses, are indicated in new resources.

Operational Support (\$899,386 New Resources) *App A-C15* **(\$65,125 HEAF) *App B-6***

In FY2019, UHV began major campus expansion of facilities. Coupled with campus growth is the need to maintain buildings, provide administrative support and operational support such as increased insurance and utility costs. To support growing safety needs, new funding is allocated

for an Environmental Health and Safety specialist. In addition, \$65,125 in HEAF has been reserved for unforeseen campus needs.

Equitable and Competitive Salaries for Staff (\$765,464 New Resources) App A-C16 (\$0 HEAF)

A reclassification pool is utilized for those who have job duties that have significantly changed over time. Salary increases for merit and equity require employees to have meritorious performance evaluations and completion of mandatory training. In addition, as health insurance continues to rise so do the university's cost of providing employee benefits.

Quality Improvements (\$0 New Resources) (\$446,000 HEAF) App B-7

UHV will continue to take additional measures to ensure the university's infrastructure is able to support quality programs and services to students. By reallocating funds and implementing cost-savings measures, UHV is able to provide the necessary services and programs for its students and employees. UHV continues to seek new cost savings measures. New HEAF funding is allocated for FY20 to replace irrigation systems and gutter systems to mitigate damage due to inclement weather. In addition, aging smoke & heat detectors in the UHV Center building will be replaced.

Facilities (\$70,000 New Resources) App A-C17 (\$1,952,053 HEAF) App B-8

In the 85th legislative session, Texas Legislature approved \$60 million in Construction Revenue Bonds for construction various buildings at the UH-Victoria campus were approved. Beginning FY19, UHV began an aggressive building mode in Victoria tied to downward expansion. Additional staff resources will be needed for the maintenance and upkeep of new facilities to include maintenance technicians beginning in FY2020. UHV is participating in the move to a new UH/UHV facility in Katy. Additional HEAF funds of \$1,400,000 is earmarked for construction and renovations of the Town Plaza Mall and \$790,500 for debt service using HEAF bonds has been allocated the new STEM building. New resources are allocated for additional technology and furnishing needs in Smith Hall.

An energy savings performance plan was implemented in FY2019. The cost saving of energy will be reallocated to support operational costs. High efficiency technology will be installed throughout the campus in Victoria. Potential savings of \$2.6 million will be realized over the life of the program. The facilities efficiency savings allows for more operational resources to be reallocated to critical areas.

PRIORITY 3. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Technology	\$156,360	\$845,183	\$1,001,543
Operational support	\$899,386	\$65,125	\$964,511
Equitable and competitive salaries for staff	\$765,464	\$0	\$765,464
Quality improvements	\$0	\$446,000	\$446,000
Facilities	\$70,000	\$1,952,053	\$2,022,053
<hr/>			
Totals	\$1,891,210	\$3,308,361	\$5,199,571

PRIORITY 4: COMMUNITY ADVANCEMENT

CONTEXT

New degrees scheduled to begin in FY2020 were selected to meet regional needs and interests. A Bachelor's of Arts and Bachelors of Science in University Studies will be beneficial for students who have started, but not completed, bachelor's degrees. These degrees will allow students to complete courses in a career cluster as opposed to a narrower major. The Master of Accountancy is aimed at students who desire to be eligible to sit for the Certified Public Accountant examination. The degree will provide the needed additional 30 semester credit hours as well as serve as a CPA review course. The Master of Science degree in Kinesiology with a concentration in Sport Management and the Master of Science in Criminal Justice are both aimed at meeting residents' needs in the Coastal Bend area.

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 Professions and Human Development with Stroman Middle School, and the 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. Finally, Student Life, through civic engagement initiatives, has provided students with opportunities to make connections with our community service partners through volunteerism. Many of these activities will also be connected to the Quality Enhancement Plan and are exemplified by the Alternative Spring Break Trip in Biloxi, Mississippi, a week-long community service immersion experience where students worked with Community Collaboration International to eradicate hunger and poverty, expand after-school programming, rebuild homes damaged by disasters, and help make communities eco-friendlier. Student Life also implemented a Mentor Shuttle Line which provided transportation to students volunteering with VBEC and Communities in Schools twice a week.

FY 2020 BUDGET INITIATIVES

Partnerships for Regional Economic Prosperity (Formerly Regional Center for Economic Development and Entrepreneurship) (\$132,605 New Resources) App A-C19 (\$0 HEAF)

The Regional Center for Economic Development and Entrepreneurship (RCED) was rebranded during the 2019 Fiscal year. The new name, **Partnerships for Regional Economic Prosperity (PREP)**, reflects the goal of growing UHV regionally and increasing UHV brand awareness. Additional funding has been earmarked for an Assistant Director and half-time secretary position. PREP will concentrate on Victoria, Victoria County and the ten counties surrounding Victoria, and look for other opportunities in the contiguous counties UHV serves. PREP will emphasize regional partnerships and collaboration, maximizing the resources of UHV faculty and promoting student engagements. PREP's primary partnership will be UHV's Small Business Development Center (SBDC). PREP and the SBDC will be working together on outreach and collaboration efforts. Fiscal Year 2018 saw PREP and the SBDC complete a community development project in DeWitt County.

Fiscal Year 2020 will be a growth year for the PREP center, with the new regional facility completed by late 2020. UHV's involvement (through PREP) in regional economic prosperity and development will help better prepare the region for economic stability during cyclical downturns. UHV's increased visibility in our region will also promote the university to students. The new regional center built at the Town Plaza mall location will be a regional hub for communities and result in a wave of regionalism.

The Small Business Development Center (SBDC) is a part of a nationwide management assistance program. It is the leading economic development network and is recognized for excellence in service to the small business community. The University of Houston-Victoria SBDC is committed to fostering small business success in an 11 county region. Ten of the eleven counties are rural, and considered to be underserved communities. In addition to servicing small business needs, the SBDC promotes advocacy and outreach for the center and university through community engagement and partnerships. Each year the center partners and actively participates with several entities in the service area. Such entities include but are not limited to independent school districts, trade school facilities, civic and service clubs, chambers of commerce, and area economic development corporations. As previously mentioned, SBDC holds a primary partnership with UHV's PREP department to promote community development to yield and leverage business development and visibility for the SBDC.

UHV Athletics (\$190,704 New Resources) App A-C20 (\$0 HEAF)

UHV Jaguars Athletics began in FY 2008 with baseball and softball teams and in FY 2010 men's and women's soccer and golf were added. FY 2016 began a new chapter in UHV athletics with the move to the Red River Athletic Conference as teams began competing in the RRAC, the first true conference home after eight years competing as an NAIA independent. In FY20, UHV will work on developing Men's and women's basketball. The sport is expected to increase enrollment by 40 student athletes. Approximately 140 student athletes are involved in the Jaguars athletics program. In FY 2019, UHV received a gift of 65 acres of land to build an athletic campus. Planning is currently underway to determine the cost to build facilities for existing sports (baseball, softball and soccer) and future sports (basketball, volleyball, track and field, etc.) that meet the needs of a growing NAIA athletics program. A partnership with the Victoria Independent School District is being explored that would allow UHV to begin men's and women's basketball in Fall 2020 by utilizing their existing facilities for practices and games until our own facilities can be built in the coming years. UHV Athletics provides educational opportunities to approximately 140 student athletes as well as additional students who work in the department each year. UHV has approved a men's and women's basketball programs in FY2020 for competition in FY2021.

PRIORITY 4. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
PREP	\$132,605	\$0	\$132,605
Athletics	\$190,704	\$0	\$190,704
Totals	\$323,309	\$0	\$323,309

University of Houston-Victoria
Appendix A - Allocation of New FY 2020 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ 999,589
2	Subtotal Appropriations	<u>999,589</u>
Tuition and Fees		
3	Consolidated Tuition and Fees	1,877,767
4	Student Service Fee	73,654
5	Residential Housing & Meal Plan	<u>252,768</u>
6	Subtotal Tuition and Fees	<u>2,204,189</u>
Other		
7	Victoria College Service Agreement	203,216
8	Fund Balance	<u>575,950</u>
9	Subtotal Other	<u>779,166</u>
10	Total Net Revenue	<u>\$ 3,982,944</u>

Reallocations/Reductions		B
1	One-time Funded in FY19	\$ (482,858)
2	Cancellation of Library Lease	(78,252)
3	Reallocation of departmental M&O	(503,885)
4	Subtotal-Reallocations/Reductions	<u>\$ (1,064,995)</u>

Priority/Initiative Allocations		C
Priority 1. Student Success (p-6.11-6.12)		
5	Student Recruitment, Retention and Success	\$ 725,167
6	Faculty and Staff in Critical Areas	665,279
7	Increase Face-to-Face Classes and Academic Offerings	168,913
8	UHV Katy Expansion	291,220
9	Continued Expansion of Residential Campus in Victoria	<u>372,093</u>
10	Subtotal - Student Success	<u>2,222,672</u>
Priority 2. National Competitiveness (p-6.14)		
11	Professional Development for Faculty and Staff	24,600
12	Equitable and Competitive Salaries for Faculty	<u>586,148</u>
13	Subtotal - National Competitiveness	<u>610,748</u>
Priority 3. University Infrastructure & Administration (p-6.15-6.16)		
14	Technology	156,360
15	Operational Support	899,386
16	Equitable and Competitive Salaries for Staff	765,464
17	Facilities	<u>70,000</u>
18	Subtotal - University Infrastructure & Administration	<u>1,891,210</u>
Priority 4. Community Advancement (p-6.18-6.19)		
19	PREP	132,605
20	Athletics	<u>190,704</u>
21	Subtotal - Community Advancement	<u>323,309</u>
22	Total Priority/Initiative Allocations	<u>\$ 5,047,939</u>

23 **Total Net Reductions and New Allocations** **\$ 3,982,944**

University of Houston-Victoria
Appendix B - Allocation of FY 2020 HEAF

<u>FY20 Allocation</u>		<u>Priority/Initiative</u>	<u>HEAF</u>
HEAF	<u>\$ 4,275,861</u>	Priority 1. Student Success (p -6.11-6.12)	
		1 Student Recruitment, Retention, Success	\$ 94,000
		2 Increase Face-to-Face Classes and Program Offerings	76,500
		3 Residential Campus Expansion in Victoria	<u>797,000</u>
		4 Subtotal	<u>967,500</u>
		Priority 3. University Infrastructure & Administration (p -6.15-6.16)	
		5 Technology	845,183
		6 Operational Support	65,125
		7 Quality Improvement	446,000
		8 Facilities	<u>1,952,053</u>
		9 Subtotal	<u>3,308,361</u>
		10 Total Priority/Initiative Allocations	<u>\$ 4,275,861</u>

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

	<u>FY2019</u>	<u>FY2020</u>
Funds from Endowed Scholarships	\$ 303,800	\$ 304,822
State Scholarships		
Texas Grant Program Scholarship	1,921,741	2,314,000
Accounting Scholarship	2,364	4,848
License Plate Scholarship	899	899
Texas Public Education Grant (TPEG)	738,068	642,479
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	1,203,404	1,238,153
Graduate Scholarships	478,241	562,512
Institutional Scholarships	80,000	100,000
MBA Scholarships	40,000	40,000
Staff Scholarships	80,000	80,000
Athletic Scholarships	272,360	334,300
Jaguar Pledge Scholarships	450,000	-
Presidential Scholarships	66,000	66,000
Spirit of the Jaguar Scholarships	5,000	5,000
KEY Scholarship	4,000	4,000
Employee Tuition Exchange Program with Victoria College	22,500	22,500
UHV Transfer Scholarship	25,000	25,000
Education Cohort Scholarships	20,000	20,000
Texas College Work Study	22,838	22,838
Federal College Work Study	156,451	258,000
Federal Pell Grants	6,088,092	6,850,399
Federal Supplemental Education Opportunity Grants (SEOG)	102,676	158,322
Top 10% Scholarship	-	-
Fast Track AP Scholarship		75,000
Teach Grant	23,747	20,129
International Programs Scholarships	111,500	111,500
Total	<u>\$ 12,218,681</u>	<u>\$ 13,260,701</u>

University of Houston-Victoria

Table 1 - Sources & Uses

(\$ in Millions)

	A		B		C		D		E		F		G	
	Historical						Current						New	
	FY2018		Change				FY2019		Change				FY2020	
	Budget		Dollars	Percent		Budget		Dollars	Percent			Budget		
Operating & Restricted Budget														
Source of Funds														
1 State Appropriations	\$	17.5	\$	0.1	0.5%	\$	17.6	\$	1.0	5.7%		\$	18.6	
2 HEAF		1.3		-	0.0%		1.3		1.6	125.4%			2.9	
3 Tuition & Fees		27.5		1.9	6.9%		29.5		1.9	6.6%			31.4	
4 Other Operating		8.4		0.9	10.5%		9.3		(1.6)	-17.3%			7.7	
5 Contracts & Grants		8.8		0.0	0.1%		8.8		1.1	12.8%			9.9	
6 Endowment Income/Gifts		0.4		0.0	0.4%		0.4		0.1	27.0%			0.5	
7 Total Sources	\$	63.9	\$	2.9	4.5%	\$	66.8	\$	4.2	6.2%		\$	71.0	
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	11.4	\$	1.4	12.0%	\$	12.8	\$	0.9	7.0%		\$	13.6	
9 Salaries and Wages - Staff		14.9		(0.3)	-2.3%		14.6		0.5	3.7%			15.1	
10 Benefits		8.1		0.6	7.7%		8.8		0.5	5.9%			9.3	
11 M&O		13.8		(2.1)	-15.1%		11.7		2.1	17.5%			13.8	
12 Capital		1.2		(1.1)	-90.0%		0.1		0.6	472.1%			0.7	
13 Scholarships		12.0		1.5	12.2%		13.5		(0.3)	-1.9%			13.3	
14 Debt Service		1.6		3.0	187.9%		4.5		(0.0)	-0.5%			4.5	
15 Utilities		0.9		(0.0)	-3.0%		0.9		(0.1)	-13.9%			0.7	
17 Total Uses	\$	63.9	\$	2.9	4.5%	\$	66.8	\$	4.2	6.2%		\$	71.0	

Capital Facilities Budget

Source of Funds													
18 HEAF	\$	3.0	\$	-	0.0%	\$	3.0	\$	(1.6)	-53.3%		\$	1.4
19 Bonds		67.7		(2.9)	-4.3%		64.7		(8.2)	-12.6%			56.6
23 Total Sources	\$	70.7	\$	(2.9)	-4.1%	\$	67.7	\$	(9.8)	-14.4%		\$	58.0
Use of Funds by Object													
24 Construction	\$	62.1	\$	(5.0)	-8.0%	\$	57.1	\$	(8.6)	-15.0%		\$	48.6
25 Major Rehabilitation		7.6		1.8	24.0%		9.4		-	0.0%			9.4
26 Acquisitions		1.0		0.2	20.0%		1.2		(1.2)	-100.0%			-
27 Total Uses	\$	70.7	\$	(2.9)	-4.1%	\$	67.7	\$	(9.7)	-14.4%		\$	58.0

Total Operating, Restricted and Capital Budget

28	\$	134.6	\$	(0.0)	0.0%	\$	134.5	\$	(5.6)	-4.1%		\$	129.0
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University of Houston-Victoria

Table 2 - Operations

Source of Funds	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 13,439,594	\$ 836,477	6.2%	\$ 14,276,071
Special Items	404,145	(8,371)	-2.1%	395,774
State Benefits Appropriation	3,764,844	171,483	4.6%	3,936,327
Dedicated Appropriations-TX Grant/College Work Study	22,838			22,838
Subtotal State General Revenue Appropriations	17,631,421	999,589	5.7%	18,631,010
Tuition and Fees				
Statutory & Graduate Premium	6,114,459	235,380	3.8%	6,349,839
Lab/other Student Fees	4,000			4,000
Subtotal Tuition and Fees	6,118,459	235,380	3.8%	6,353,839
HEAF	4,275,861			4,275,861
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other	130,000	(130,000)	-100.0%	
Income on State Treasury Deposits	10,996			10,996
Fund Balance	440,046	(89,184)	-20.3%	350,862
Subtotal General Funds	28,606,783	1,015,785	3.6%	29,622,568
Designated				
Tuition and Fees				
Designated Tuition - General	15,212,155	912,585	6.0%	16,124,740
Library Fee	726,330	15,178	2.1%	741,508
Technology Fee	3,448,253	811,710	23.5%	4,259,963
Major/Department/Class Fees	940,884	(97,086)	-10.3%	843,798
Subtotal Tuition and Fees	20,327,622	1,642,387	8.1%	21,970,009
Indirect Cost	27,837	30	0.1%	27,867
Investment Income on Non-Endowed Funds	45,492	35,075	77.1%	80,567
Endowment Income	91,290	1,730	1.9%	93,020
Contracts / Grants / Gifts	1,809,031	(1,091,552)	-60.3%	717,479
Self Supporting Organizations/Others	97,782	137,271	140.4%	235,053
Fund Balance	974,446	(186,066)	-19.1%	788,380
Subtotal Designated Funds	23,373,500	538,875	2.3%	23,912,375
Auxiliary Enterprises				
Student Fees				
Student Service Fee	2,911,268	73,655	2.5%	2,984,923
Other Student Fees	99,960	(11,560)	-11.6%	88,400
Subtotal Student Fees	3,011,228	62,095	2.1%	3,073,323
Sales & Service - Student Housing/Meal Plans	3,297,232	763,315	23.2%	4,060,547
Sales & Service - Parking	235,100	(235,100)	-100.0%	
Sales & Service - Athletics/Hotel/UC/Other	621,850	28,150	4.5%	650,000
Fund Balance	311,900	(300,700)	-96.4%	11,200
Subtotal Auxiliary Funds	7,477,310	317,760	4.2%	7,795,070
Total Current Operating Funds	59,457,593	1,872,420	3.1%	61,330,013
Interfund Transfer	(1,819,912)	1,065,247	-58.5%	(754,665)
Total Sources	\$ 57,637,681	\$ 2,937,667	5.1%	\$ 60,575,348
Use of Funds by Object				
Salaries and Wages	\$ 27,145,720	\$ 1,543,632	5.7%	\$ 28,689,352
Benefits	8,710,618	545,412	6.3%	9,256,030
M&O	11,364,197	2,008,235	17.7%	13,372,432
Capital	119,750	565,383	472.1%	685,133
Scholarships	4,910,402	(1,586,161)	-32.3%	3,324,241
Debt Service	4,536,704	(20,744)	-0.5%	4,515,960
Utilities	850,290	(118,090)	-13.9%	732,200
Total Uses	\$ 57,637,681	\$ 2,937,667	5.1%	\$ 60,575,348

University of Houston-Victoria

Table 3 - Restricted

Source of Funds	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 485,316	\$ (84,725)	-17.5%	\$ 400,591
Financial Aid	8,297,891	1,208,284	14.6%	9,506,175
Endowment Income	303,800	102,778	33.8%	406,578
Other Restricted	96,481	5,275	5.5%	101,756
Total Current Operating Funds	9,183,488	1,231,612	13.4%	10,415,100
Total Sources	\$ 9,183,488	\$ 1,231,612	13.4%	\$ 10,415,100
Use of Funds by Object				
Salaries and Wages	\$ 162,787	\$ (116,224)	-71.4%	\$ 46,563
Benefits	52,092	(32,447)	-62.3%	19,645
M&O	366,918	45,544	12.4%	412,462
Scholarships	8,601,691	1,334,739	15.5%	9,936,430
Total Uses	\$ 9,183,488	\$ 1,231,612	13.4%	\$ 10,415,100

University of Houston-Victoria

Table 4 - Capital Projects

	Project Expenditures			Total Project Budget	Funded From			
	Project to Date (1)	FY2020 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
University Commons (Student Center/Library)	\$ 26,500,000	\$ 4,977,905		\$ 31,477,905		\$ 30,727,905		\$ 750,000
Sophomore Housing	7,500,000	15,300,000		22,800,000	1,140,000	21,660,000		
Science, Technology Building (STEM)	8,000,000	18,472,095		26,472,095	4,000,000	22,472,095		
Health and Wellness Center		3,000,000	21,000,000	24,000,000	3,000,000	14,000,000	4,000,000	3,000,000
Pedestrian walkways on Ben Wilson Street	400,000	6,800,000		7,200,000		7,200,000		
Subtotal New Construction	\$ 42,400,000	\$ 48,550,000	\$ 21,000,000	\$ 111,950,000	\$ 8,140,000	\$ 96,060,000	\$ 4,000,000	\$ 3,750,000
Major Repair and Rehabilitation								
Town Plaza Mall (UHV Extension)	\$ 700,000	\$ 9,123,782		\$ 9,823,782	\$ 2,798,782	\$ 6,025,000		\$ 1,000,000
Renovations (North, West and Center Buildings)	150,000	300,000	700,000	1,150,000		1,150,000		
Subtotal Major Repairs & Rehabilitation	\$ 850,000	\$ 9,423,782	\$ 700,000	\$ 10,973,782	\$ 2,798,782	\$ 7,175,000	\$ -	\$ 1,000,000
Land Acquisition								
Campus Expansion			\$ 1,311,073	\$ 1,311,073		\$ 1,311,073		
Subtotal Land Acquisition	\$ -	\$ -	\$ 1,311,073	\$ 1,311,073	\$ -	\$ 1,311,073	\$ -	\$ -
Total	\$ 43,250,000	\$ 57,973,782	\$ 23,011,073	\$ 124,234,855	\$ 10,938,782	\$ 104,546,073	\$ 4,000,000	\$ 4,750,000

(1) Project expenditures to date estimated through August 31, 2019

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

Employee Classification	FY2019 Budget	-----Change-----		FY2020 Budget
		FTE	Percent	
Faculty	136	9	6.6%	145
Part-time Faculty	19	1	5.3%	20
Professional Staff	205	1	0.5%	206
Classified Staff	103	2	1.9%	105
Temporary Staff	21			21
Total	484	13	2.7%	497

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

	FY2016 Actuals	FY2017 Actuals	FY2018 Actuals	FY2019 Budget	FY2020 Budget	FY20 vs FY19 Change
Semester Credit Hours						
Lower Division	19,106	19,625	21,692	24,608	25,334	726
Upper Division	48,385	49,734	52,006	52,223	53,834	1,611
Masters	18,692	18,134	17,012	18,275	18,194	(81)
Total	86,183	87,493	90,710	95,106	97,362	2,256
Semester Credit Hours-On/Off Campus						
On Campus	24,473	27,021	27,246	30,909	34,077	3,168
Off Campus	61,710	60,472	63,464	64,197	63,285	(912)
Total	86,183	87,493	90,710	95,106	97,362	2,256
Fall Headcount	4,152	4,114	4,353	4,380	4,659	279
Fall FTE	3,148	3,203	3,336	3,352	3,541	189

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

Sources	FY2019	-----Change-----		FY2020
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,911,268	\$ 73,655	2.5%	\$ 2,984,923
Total Sources	\$ 2,911,268	\$ 73,655	2.5%	\$ 2,984,923
Allocations				
Financial Aid	\$ 712,353	\$ 609	0.1%	\$ 712,962
Student & Judicial Services	27,343	104,016	380.4%	131,359
Student Relations		18,033		18,033
Student Government	14,300	9,300	65.0%	23,600
Registrar	227,391	357	0.2%	227,748
Publications	1,000			1,000
Student Organization	12,500			12,500
SS Fees Contingency	37,893	38,113	100.6%	76,006
Student Life & Services	426,541	(52,683)	-12.4%	373,858
Student Orientation		54,500		54,500
Health Services	40,000			40,000
YMCA Student Memberships	34,400	6,200	18.0%	40,600
Counseling Center Salaries	229,264	(21,808)	-9.5%	207,456
Student Service Support	140,637			140,637
Transcripts	6,300			6,300
Graduation & Diploma	9,000			9,000
Career Services	134,209	6,145	4.6%	140,354
Jaguar Journey	5,850	2,000	34.2%	7,850
Student Transportation	208,433	3,618	1.7%	212,051
Athletics	539,364	(86,364)	-16.0%	453,000
Auxiliary Accounting	14,212	787	5.5%	14,999
Title IX	23,800	(23,800)	-100.0%	
Disability Student Services	66,478	14,632	22.0%	81,110
Total Allocations	\$ 2,911,268	\$ 73,655	2.5%	\$ 2,984,923

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

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Use of Funds by Organization				
President				
President's Office	\$ 714,935	\$ 27,511	3.8%	\$ 742,446
Athletics	1,640,101	347,533	21.2%	1,987,634
Marketing	1,093,532	126,017	11.5%	1,219,549
Human Resources	725,582	(83,109)	-11.5%	642,473
Subtotal President	4,174,150	417,952	10.0%	4,592,102
University Advancement	527,834	29,604	5.6%	557,438
Subtotal University Advancement	527,834	29,604	5.6%	557,438
Academic Affairs				
Office of the Provost	2,078,091	(545,598)	-26.3%	1,532,493
UHV Katy	2,405,521	(1,493,447)	-62.1%	912,074
Arts and Sciences	5,420,001	194,061	3.6%	5,614,062
Business Administration	6,049,528	718,728	11.9%	6,768,256
Education	3,519,594	453,170	12.9%	3,972,764
Nursing Program	325,741	155,302	47.7%	481,043
Library	1,466,619	130,843	8.9%	1,597,462
University College	106,656	238,942	224.0%	345,598
Registrar	303,531	160,357	52.8%	463,888
Subtotal Academic Affairs	21,675,282	12,358	0.1%	21,687,640
Enrollment Management				
VP Enrollment Management	163,352	354,876	217.2%	518,228
International Programs	487,692	6,185	1.3%	493,877
UHV Katy Enrollment Management	292,903	(64,485)	-22.0%	228,418
Financial Aid	572,813	62,990	11.0%	635,803
Admissions & Student Recruitment	1,004,024	369,212	36.8%	1,373,236
Subtotal Enrollment Management	2,520,784	728,778	28.9%	3,249,562
Student Affairs				
Student & Judicial Services	471,946	117,048	24.8%	588,994
Student Government Association	26,800			26,800
Student Life and Services	336,334	303,962	90.4%	640,296
Student Affairs	586,089	110,257	18.8%	696,346
Subtotal Student Affairs	1,421,169	531,267	37.4%	1,952,436
Scholarships				
	3,616,990	(292,749)	-8.1%	3,324,241
Administration and Finance				
Office of the VP Administration and Finance	863,504	119,681	13.9%	983,185
Budget	147,916	177,663	120.1%	325,579
Business Services	802,888	17,100	2.1%	819,988
Capital Projects and Construction	124,711	32,724	26.2%	157,435
Finance	576,321	24,959	4.3%	601,280
Information Technology	2,449,421	196,386	8.0%	2,645,807
Plant Operations	1,065,782	297,220	27.9%	1,363,002
Small Business Development Center	156,976	1	0.0%	156,977
Regional Economic Development Center	82,937	110,904	133.7%	193,841
Subtotal Administration and Finance	6,270,456	976,638	15.6%	7,247,094
Other				
Staff Benefits	8,710,618	565,057	6.5%	9,275,675
Contingency	329,087	80,665	24.5%	409,752
Debt Service	4,536,704	(20,744)	-0.5%	4,515,960
System Service Charge	1,554,590	141,187	9.1%	1,695,777
Utilities	850,290	(118,090)	-13.9%	732,200
Student Housing Services/Meal Plan	1,214,627	120,844	9.9%	1,335,471
Transportation/Parking Fee	235,100	(235,100)	-100.0%	-
Subtotal Other	17,431,016	533,819	3.1%	17,964,835
Total Uses	\$ 57,637,681	\$ 2,937,667	5.1%	\$ 60,575,348

University of Houston-Victoria

Note to Table 3: Restricted Expenditures By Organization

	FY2019 Budget	-----Change-----		FY2020 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 25,913	\$ (2)	0.0%	\$ 25,911
Academic Affairs				
Office of the Provost	280	(1)	-0.4%	279
Research Development	32,399	(81)	-0.3%	32,318
School of Business	10,307	5,389	52.3%	15,696
School of Arts & Sciences	16,365	(1)	0.0%	16,364
School of Education	249,020	(109,697)	-44.1%	139,323
School of Nursing	11,217	(29)	-0.3%	11,188
Small Business Development Center	236,296	1,295	0.5%	237,591
Subtotal Academic Affairs	555,884	(103,125)	-18.6%	452,759
Student Affairs				
Scholarships	8,601,691	1,334,739	15.5%	9,936,430
Total Uses	\$ 9,183,488	\$ 1,231,612	13.4%	\$ 10,415,100

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 administrators and coordinators 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.

3.12.2 Research/Scholarship Workload Standard

Research/scholarship activities include the work done by faculty members outside the classroom. All faculty members at UHV are expected to participate in scholarly activities, such as, engaging in the design and implementation of new studies and publication of results, grant proposal submission, contributions to knowledge in their professional fields, or creative activities that are closely connected and appropriate to their disciplines.

3.12.3 Service Workload Standard

Faculty members are expected to participate in service to the school, university, profession, and the community. Service may contribute to teaching or scholarly activities. Examples of service activities include participation in program development and assessment, service to students

and student organizations, service to professional societies, and service to the greater community.

3.12.4 Salary and Method of Payment

Appointments of full-time faculty are based on nine months of teaching. All full-time faculty have the option of being paid in nine or 12 equal monthly payments; this option shall be exercised at the beginning of each fiscal year, and the election of either option is irrevocable for that fiscal year. Employees on grants shall comply with the expiration date for the fiscal year.

Full-time faculty members employed during the summer are paid on a per-semester credit-hour basis. Salaries for summer teaching are based on the salary rates of the previous academic year.

3.12.5 Salary Supplementation from Research Funds or External Grants

Faculty members whose compensation includes funds from external grants administered by the university shall not exceed 100% of their annualized salary. This provision includes compensation for assisting grant projects directed by other UHV employees, unless under justifiable circumstances as allowed by the grantor and approved by the dean or supervising administrator. Faculty members are free to serve as paid consultants or evaluators, as well as in other capacities, on grant projects administered by other institutions, so long as they comply with Board of Regents' policies governing conflicts of interest, disclosures, and external compensation. (See *Faculty Manual*, Sections 3.11.6 - 3.11.9.)

3.12.6 Conflicts of Interest

This section is taken directly from the [UH System Board of Regents Policies, Section VI, 57.08-Conflicts of Interest](#).

All members of the board and employees of the system and its component institutions shall adhere to and be furnished a copy of the Statutory Standards of Conduct for State Employees, Section 572.051, Texas Government Code, and shall avoid conflicts of interest, generally described as the use of one's university employment or position to obtain unauthorized privileges, benefits, or things of value for oneself or others, including the following:

57.08.1 No board member or employee shall solicit, engage, or agree to accept any privilege, benefit or thing of value for the exercise of his or her discretion, influence, or powers as an employee or regent, except as is allowed by law.

57.08.2 No board member or employee shall accept any privilege, benefit, or thing of value that might influence him or her in the discharge of his or her duties as an employee or regent.

57.08.3 No board member or employee shall use his or her position to secure special privileges or exemptions for himself or herself or others, except as is allowed by law.

57.08.4 No board member or employee may be an officer, agent, employee, or member of, or own an interest in a professional activity that foreseeably might require or induce him or her to disclose confidential information acquired by reason of his or her system position.

57.08.5 No board member or employee shall accept employment or engage in any business or professional activity that foreseeably might require or induce him or her to disclose confidential information acquired by reason of his or her system position.

57.08.6 No board member or employee shall disclose confidential information gained by reason of his or her system position, nor shall he or she otherwise use such information for his or her personal gain or benefit.

57.08.7 No board member or employee shall transact any business for the system with any entity of which he or she is an officer, agent, employee, or member, or in which he or she owns a significant interest.

57.08.8 No board member or employee shall make personal investments in any enterprise that foreseeably might create a substantial conflict between his or her private interests and the system's interests.

57.08.9 No board member or employee shall accept other employment that might impair his or her independence of judgment in the performance of his or her system duties.

57.08.10 No board member or employee shall receive any compensation for his or her services to the system from any source other than the State of Texas except as is allowed by law.

57.08.11 No board member or employee who exercises discretion in connection with contracts, purchases, payments, claims, or other pecuniary transactions shall solicit, accept, or agree to accept any benefit from a person or entity the employee knows or should know is or is likely to become financially interested in such transactions.

Failure of any employee to comply with the foregoing shall constitute grounds for discharge or other disciplinary action. (05/17/07)

3.12.7 Consulting and Paid Professional Service

This section is taken directly from the [UH-System Board of Regents Policies, Section VI, 57.02, Consulting and Paid Professional Service.](#)

Full-time members of the faculty and professional or administrative staff may engage in external consultation or other paid professional services, provided such activities benefit the system and contribute to the professional development of the individual. This privilege is subject in all instances to the conditions set forth below. Failure to comply with this policy may subject an employee to disciplinary action including reprimand, suspension, or termination.

57.02.1 The first responsibility of the individual is to the system, and outside professional commitments should not interfere with the person's full-time responsibility to the system.

57.02.2 No outside obligation should result in any conflict of interest involving the individual's responsibilities to the system or to its programs, policies, and objectives. Consulting and other professional agreements that represent actual or potential conflicts of interest must be avoided.

57.02.3 Use of system facilities, space, equipment, or support staff for consulting or other paid professional activities is permitted only if a financial arrangement has been concluded between the individual and the administration prior to the employee's beginning the outside consulting or other paid professional service.

57.02.4 Individuals may not represent themselves as acting in the capacity of system employees when conducting consulting or other paid professional activities. The system bears no responsibility for any actual or implied obligations or liabilities incurred by the individual resulting from a consulting or other paid professional agreement or activity.

57.02.5 Faculty who wish to arrange consulting or other paid professional activities must provide prior written notification to their dean. Review by their dean of such activities will include consideration of any real or apparent conflict of interest and the benefit of the proposed service to the system and the component university. Each faculty member who engages in consulting or other paid professional service, including teaching on a temporary basis at other institutions, must ensure that such activities do not require commitments of time averaging more than one day per calendar week, and must arrange such activities so as not to interfere with regularly scheduled classes.

57.02.6 Professional or administrative staff who wish to arrange consulting or other paid professional activities must obtain prior written approval from the appropriate supervisor. While consulting is a recognized aspect of faculty activities with the

limitations noted in this document, consulting by professional or administrative staff must be justified on an individual basis by clear and direct benefit to the system.

57.02.7 When any of an individual's salary is paid from funds for externally sponsored activities, the time allowable for consultation or other paid professional activities must comply with sponsor requirements.

Unpaid public service is not included in this policy, nor are occasional lectures that include fees, unless these activities require significant amounts of time or otherwise conflict with regular system obligations.

Each president and the chancellor will establish a process for monitoring outside paid professional activities of their faculty and staff in order to ensure that such activities are consistent with the above policy and also serve system purposes. The chancellor will report to the board annually on such activities. (05/17/07)

3.12.7.1 Outside Teaching

According to the policy of the UH Board of Regents Policy, outside employment for pay must be disclosed; must not interfere or conflict with university duties; must be in some measure beneficial to the university; and must be limited to no more than an average of one day a week.

In the case of UHV faculty carrying a standard four-course load, teaching a course "on a temporary basis" for another institution for pay is allowable. As the Board's language indicates, such teaching is expected to be occasional rather than continuing and to be in some measure beneficial to faculty development and to the university.

However, as stated in section 3.11.1.2, faculty carrying a reduced teaching load with time reassigned for the purpose of research may not teach courses for pay at other institutions. In justifiable cases with the consent of both institutions, a UHV faculty member may teach a course at another institution as part of the member's regular teaching load without additional compensation.

Other forms of outside employment for pay are not prohibited so long as they conform to Board policy. The difference is that teaching is the basic faculty duty and that time reassigned for research purposes represents specifically a reduction in teaching load, not in any other duties assigned or expected, and it does not serve the university's interest to reduce a faculty member's teaching load to provide time for research only to have the member add a course for pay at another institution.

3.12.8 Notification Forms

UHV's Annual Notification and Approval for Outside Consulting or Other Employment Form is available online on the Office of the Office of the Provost's [Forms website](#). Failure to submit the Annual Notification and Approval for Outside Consulting or Other Employment form and/or providing incomplete or inaccurate information may result in disciplinary action.

3.13 School Administrators: Selection and Responsibilities

The academic school deans are ultimately responsible for the administration of school activities. The academic schools may also include the following positions within their organizational structure associate dean(s), department chair(s), and/or program coordinators.

In distributing administrative responsibilities, academic schools may organize into departments or employ other approaches, as agreeable to the school faculty, dean, and provost. Any fiscal commitments involved shall be approved by the institutional Budget Committee.

3.13.1 Academic Deans

School deans are appointed by the Board of Regents, University of Houston System, on recommendations of the Chancellor, the President, and the Provost and Vice President for Academic Affairs. Deans are responsible to the Provost and Vice President for Academic Affairs for the operation of their schools. School deans serve at the pleasure of the president, upon recommendation of the provost, on year-to-year appointments.

The School dean recommends the appointment, promotion, salary adjustments, terminations of faculty, and other appropriate personnel actions; recommends curricular programs for the school; and is accountable for the administration of general university policy in the school.

Within budgetary limitations as approved by the Board of Regents, the School dean has the authority and is accountable for the expenditure of funds in the operation of the school. The school dean prepares and recommends the school's budget and the detailed schedule of courses to be offered within the school and assigns teaching duties to the school's faculty. The school dean further represents the school's faculty, making committee assignments, and coordinating administrative and academic activities with appropriate agencies.

3.13.1.1 Dean Selection Process

When a dean selection is to be undertaken, the provost will meet with the school's faculty members to define pertinent issues and characteristics sought; and to name a search committee.

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