

**Fiscal Year 2021  
Plan and Budget**

**Presented to the  
Board of Regents  
University of Houston System  
August 20, 2020**

**Chancellor Renu Khator**



**University of Houston System  
FY2021 Plan and Budget**

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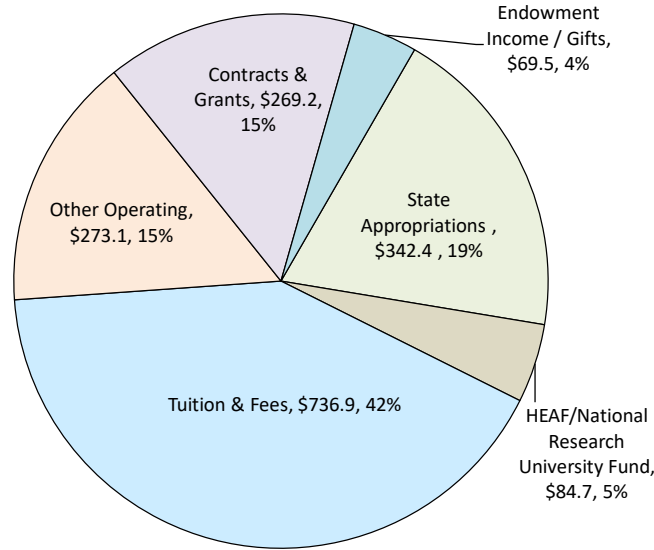
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# University of Houston System Budget

## FY2020

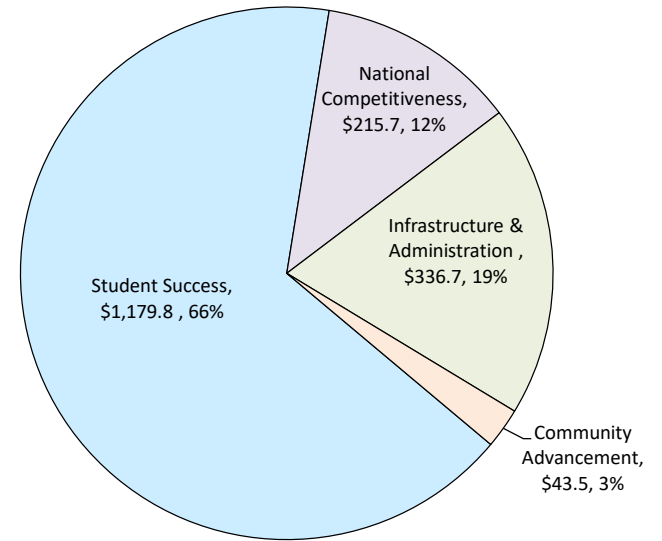
Operating Budget Source of Funds



\* Includes Federal Financial Aid

Total \$1,775.8 Million

Operating Budget Use of Funds



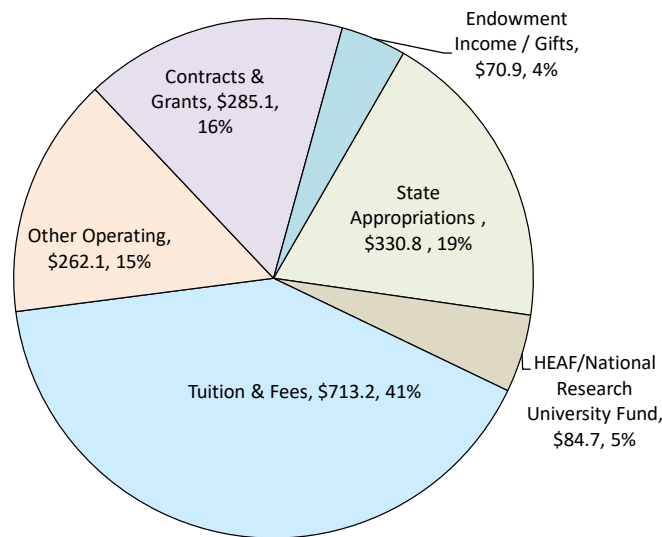
Total \$1,775.8 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,775.8
Capital Facilities	266.8
<b>Total</b>	<b>\$ 2,042.6</b>

## FY2021

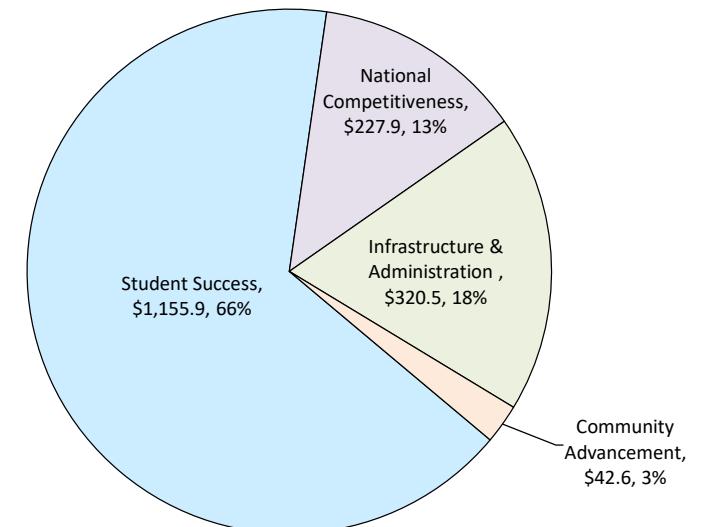
Operating Budget Source of Funds



\* Includes Federal Financial Aid

Total \$1,746.9 Million

Operating Budget Use of Funds



Total \$1,746.9 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,746.9
Capital Facilities	295.1
<b>Total</b>	<b>\$ 2,042.0</b>

**University of Houston System Operating Budget**  
**Revenues FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 State Appropriations	\$ 305.8	\$ 324.0	\$ 326.8	\$ 342.4	\$ 330.8
2 HEAF/National Research University Fund	86.4	84.5	84.7	84.7	84.7
3 Tuition & Fees	664.5	684.5	710.8	736.9	713.2
4 Other Operating	191.7	219.1	272.9	273.1	262.1
5 Contracts & Grants	261.3	268.5	306.5	269.2	285.1
6 Endowment Income / Gifts	92.8	99.1	103.3	69.5	70.9
7 Total	<u>\$ 1,602.5</u>	<u>\$ 1,679.7</u>	<u>\$ 1,805.0</u>	<u>\$ 1,775.8</u>	<u>\$ 1,746.9</u>

\* Includes Federal financial aid

**University of Houston System Operating Budget**  
**Expenditures FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 Student Success	\$ 1,043.2	\$ 1,082.3	\$ 1,146.3	\$ 1,179.8	1,155.9
2 National Competitiveness	193.1	192.8	210.3	215.7	227.9
3 Infrastructure & Administration	295.0	298.3	297.6	336.7	320.5
4 Community Advancement	44.1	46.8	46.9	43.5	42.6
5 Total	<u>\$ 1,575.4</u>	<u>\$ 1,620.2</u>	<u>\$ 1,701.1</u>	<u>\$ 1,775.8</u>	<u>\$ 1,746.9</u>

## 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 2021 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
<u>General Revenue</u>		
1	General Revenue	\$ (10,656,343)
2	Special Items	(1,900,226)
3	State Matching Benefits	759,953
4	Tuition Revenue Bonds	36,305
5	National Research University Fund	300,658
6	Subtotal General Revenue	<u>(11,459,653)</u>
<b>Tuition and Fees</b>		
7	Consolidated Tuition and Fees	(22,796,571)
8	Recreation and Wellness Center	(750,543)
9	Student Service Fee	397,459
10	Student Center Fees	(2,252,965)
11	Residential Life and Housing	(15,320,861)
12	Parking Fees	(7,038,058)
13	Subtotal Tuition and Fees	<u>(47,761,539)</u>
<b>Other</b>		
14	Non-endow Inv Inc, Lab Fees	1,495,411
15	Indirect Cost	19,674
16	UHV College Service Agreement	203,216
17	Auxiliary	(487,459)
18	Fund Balance	8,303,396
19	Subtotal Other	<u>9,534,238</u>
20	<b>Total Net Revenue</b>	<b><u>\$ (49,686,954)</u></b>

<u>Reallocations/Reductions</u>		B
1	Reallocations/Reductions	\$ (21,780,032)
2	<b>Subtotal - Reallocations/Reductions</b>	<b><u>\$ (21,780,032)</u></b>

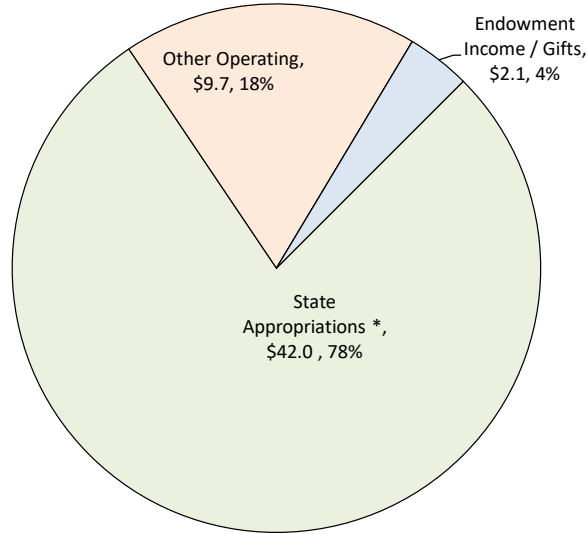
<u>Priority/Initiative Allocations</u>		C
3	<b>Priority 1. Student Success</b>	(32,235,896)
4	<b>Priority 2. National Competitiveness</b>	1,164,698
5	<b>Priority 3. University Infrastructure &amp; Administration</b>	(2,493,452)
6	<b>Priority 4. Community Advancement</b>	557,728
7	<b>Unallocated Reserve</b>	5,100,000
8	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ (27,906,922)</u></b>
9	<b>Total Net Reductions and New Allocations</b>	<b><u>\$ (49,686,954)</u></b>

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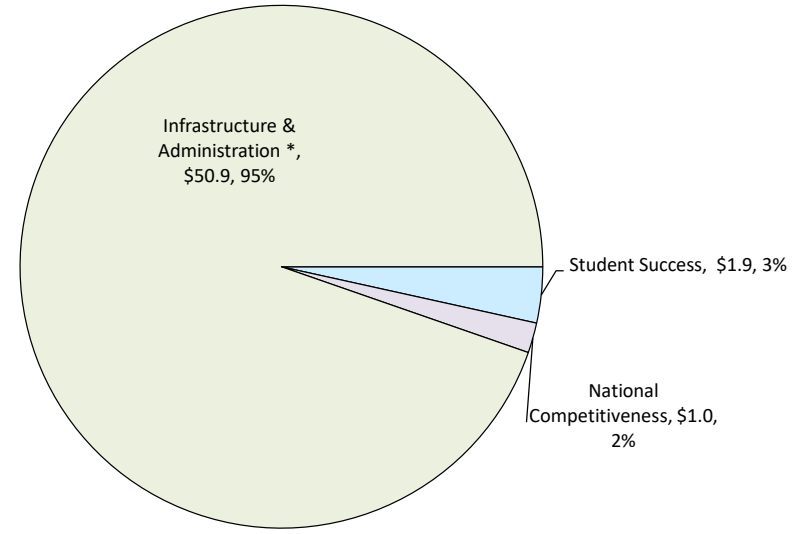
# University of Houston System Administration Budget

## FY2020

### Operating Budget Source of Funds



### Operating Budget Use of Funds



#### Total Budget

	\$ Millions
Operating Budget	\$ 53.8
Capital Facilities	-
<b>Total</b>	<b>\$ 53.8</b>

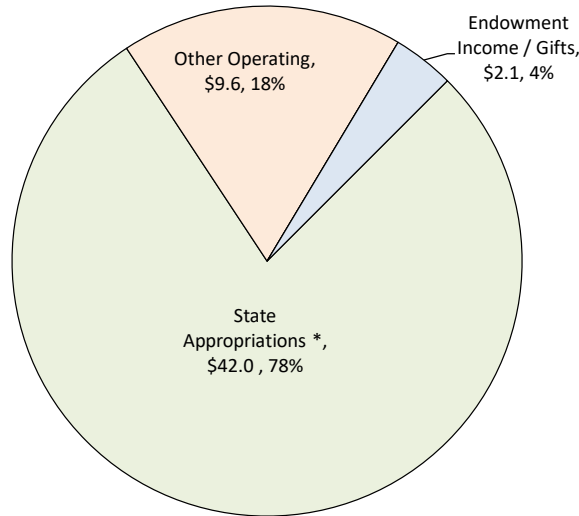
\* Includes TRB debt service

Total \$53.8 Million

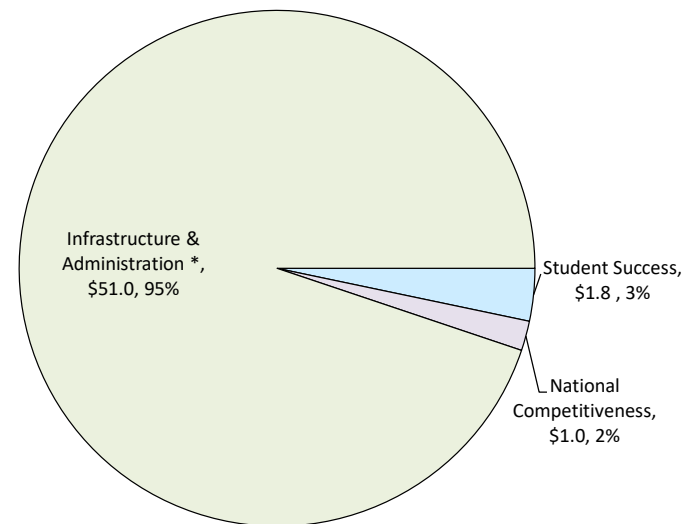
Total \$53.8 Million

## FY2021

### Operating Budget Source of Funds



### Operating Budget Use of Funds



#### Total Budget

	\$ Millions
Operating Budget	\$ 53.7
Capital Facilities	-
<b>Total</b>	<b>\$ 53.7</b>

\* Includes TRB debt service

Total \$53.7 Million

Total \$53.7 Million

**University of Houston System Administration Operating Budget**  
**Revenues FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 State Appropriations *	\$ 25.7	\$ 47.9	\$ 47.8	\$ 42.0	\$ 42.0
2 Other Operating	5.4	6.9	7.8	9.7	9.6
3 Contracts & Grants	1.5	1.4	1.3	0.0	0.0
4 Endowment Income / Gifts	4.8	4.7	4.6	2.1	2.1
5 Total	<u>\$ 37.4</u>	<u>\$ 60.9</u>	<u>\$ 61.5</u>	<u>\$ 53.8</u>	<u>\$ 53.7</u>

\* Includes TRB debt service

**University of Houston System Administration Operating Budget**  
**Expenditures FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 Student Success	\$ 1.5	\$ 1.6	\$ 1.5	\$ 1.9	\$ 1.8
2 National Competitiveness	1.1	1.0	1.0	1.0	1.0
3 Infrastructure & Administration *	41.1	66.6	54.5	50.9	51.0
4 Community Advancement	0.0	0.0	-	0.0	0.0
5 Total	<u>\$ 43.7</u>	<u>\$ 69.2</u>	<u>\$ 57.0</u>	<u>\$ 53.8</u>	<u>\$ 53.7</u>

\* Includes TRB debt service

**University of Houston System Administration**  
**Appendix A - Allocation of New FY 2021 Resources**

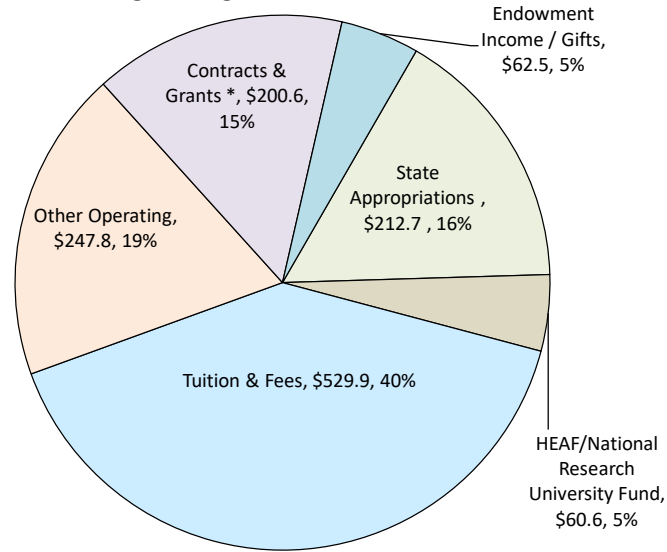
<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
<u>General Revenue</u>		
1	Tuition Revenue Bonds	\$ 36,305
2	General Revenue	(76,713)
3	State Matching Benefits	17,753
4	Subtotal General Revenue	<u>(22,655)</u>
<b>Other</b>		
5	Endow/Inv Interest Income	<u>273,445</u>
6	Subtotal Other	<u>273,445</u>
7	<b>Total Net Revenue</b>	<b><u>\$ 250,790</u></b>

<u>Priority/Initiative Allocations</u>		B
<b>Priority 3. University Infrastructure &amp; Administration</b>		
1	Tuition Revenue Bond Debt Service	\$ 36,305
2	Administrative Operations	<u>214,485</u>
3	Subtotal - University Infrastructure & Administration	<u>250,790</u>
4	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ 250,790</u></b>

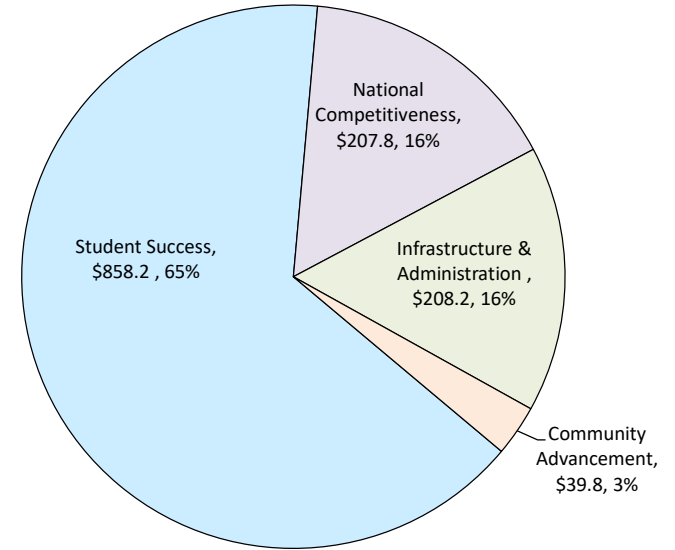
**FY2020**

**University of Houston Budget**

Operating Budget Source of Funds



Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 1,314.1
Capital Facilities	201.4
<b>Total</b>	<b>\$ 1,515.5</b>

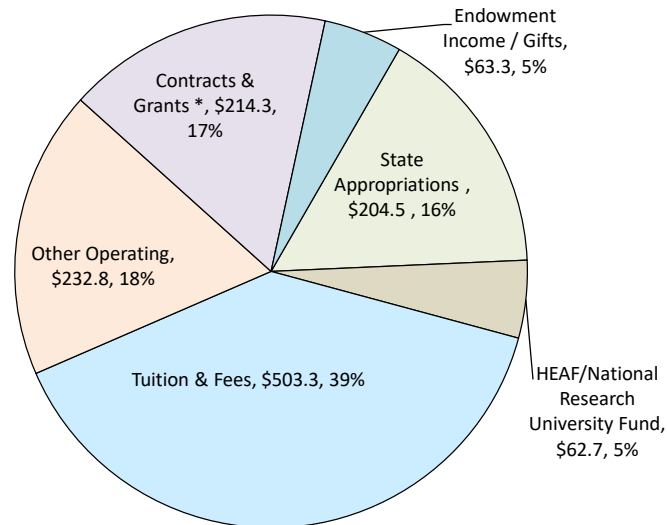
\* Includes Federal Financial Aid

Total \$1,314.1 Million

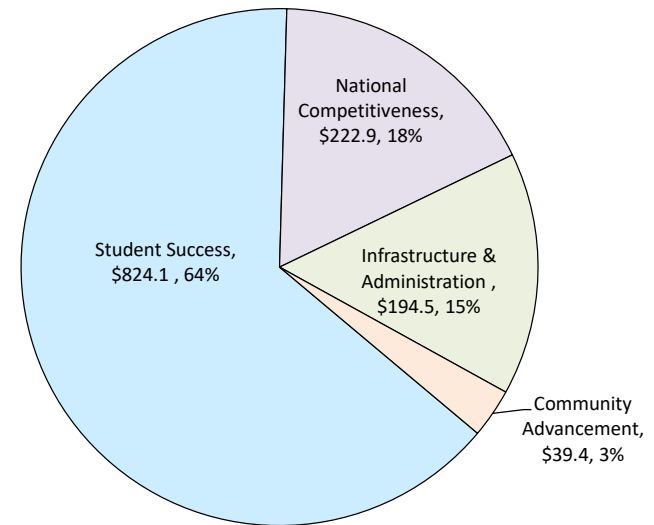
Total \$1,314.1 Million

**FY2021**

Operating Budget Source of Funds



Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 1,280.9
Capital Facilities	213.6
<b>Total</b>	<b>\$ 1,494.5</b>

\* Includes Federal Financial Aid

Total \$1,280.9 Million

Total \$1,280.9 Million

**University of Houston Operating Budget**  
**Revenues FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 State Appropriations	\$ 193.1	\$ 192.8	\$ 196.1	\$ 212.7	\$ 204.5
2 HEAF/National Research University Fund	62.3	60.4	60.6	60.6	62.7
3 Tuition & Fees	478.7	496.4	512.8	529.9	503.3
4 Other Operating	171.9	198.9	245.7	247.8	232.8
5 Contracts & Grants *	199.7	195.1	228.6	200.6	214.3
6 Endowment Income / Gifts	83.3	88.7	91.2	62.5	63.3
7 Total	<u>\$ 1,189.0</u>	<u>\$ 1,232.3</u>	<u>\$ 1,335.0</u>	<u>\$ 1,314.1</u>	<u>\$ 1,280.9</u>



**University of Houston Operating Budget**  
**Expenditures FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 Student Success	\$ 755.0	\$ 774.2	\$ 832.6	\$ 858.2	\$ 824.1
2 National Competitiveness	185.9	186.9	204.9	207.8	222.9
3 Infrastructure & Administration	181.8	165.7	173.3	208.2	194.5
4 Community Advancement	38.9	41.8	42.3	39.8	39.4
5 Total	<u>\$ 1,161.6</u>	<u>\$ 1,168.6</u>	<u>\$ 1,253.1</u>	<u>\$ 1,314.1</u>	<u>\$ 1,280.9</u>

## 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.

### FY 2021 Budget – Context

The priority when developing the University of Houston FY2021 budget plan remains the same as it has been in prior years – student success. The FY2021 plan recognizes and responds to the unprecedented uncertainty presented by the COVID-19 pandemic. Out of prudence, UH has developed a FY2021 operating budget that assumes a five percent decrease in enrollment from actual enrollment in FY2020. In addition, the State of Texas has already notified all public universities that, as was done in FY2020, FY2021 general revenue appropriations will be reduced

by five percent.

While UH is implementing best practice guidelines to mitigate the risk of COVID-19 transmission on the campus, we are anticipating more students will opt to take classes online this fall semester in response to the concerns related to COVID-19. These concerns go beyond the classroom as more students are choosing not to live in residential housing in the fall, which fiscally impacts not only housing revenue but also meal plan revenue, parking revenue, and other ancillary revenue streams that are generated when students are on the university campus. As of the time that this FY2021 budget plan is being developed, these auxiliary operations have reduced their revenue assumptions for the fall semester. Residential Life and Housing has developed its annual budget based on an assumed 55% occupancy for the fall semester (down from their usual 90% to 100% depending on property), parking is assuming a 90% reduction in student parking permits in the fall, and meal plan revenue has been reduced commensurate with the housing occupancy assumptions. To balance the budgets of these auxiliary operations, a combination of expenditure reductions and the use of fund balance have been employed. Intercollegiate athletics is also in a state of flux at this time due to COVID-19. It is unknown at the time of the FY2021 budget development what COVID-19's total impact will be on UH Intercollegiate Athletics via football in the fall and its spring sports in the second half of the fiscal year. UH is planning around multiple scenarios given the fluidity of the decision whether there will be intercollegiate athletics in the fall or the spring of 2021.

Facing the five percent state budget cut and a planned five percent decrease in enrollment in FY2021, President Khator asked each division to develop a plan for reducing its centrally funded budget by 7.5%. This 7.5% budget cut has been generated from reductions in general operating expenses (\$22.4 million); elimination of vacant staff and faculty positions (\$12.9 million); and reductions in force (\$14.9 million). This budget cut will generate the resources needed to stabilize the operating budget of the institution in FY2021.

### **University Priorities**

The University of Houston continues to respond to the COVID-19 pandemic in order to ensure the health and safety of our students, faculty, staff, and visitors. While the university focuses on its response to the pandemic, UH also remains focused and well-positioned to move forward on its goals of student success and national competitiveness. As we peer into FY2021, the University of Houston is looking forward to a report from the UH100: Dare to Dream initiative. This is a university-wide strategic planning process that will guide the University of Houston to its centennial and beyond.

The university is generating more dollars through fundraising to support its students and academic programs. The "Here, We Go" campaign, which officially ends on August 31, 2020, surpassed its historic goal of \$1 billion dollars eighteen months ahead of schedule, and the focus for the last many months has been on "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 described in this plan, the University of Houston will implement a 7.5% budget cut to centrally allocated funds in order to fund a five percent assumed centrally allocated tuition and fee shortfall, five percent state budget cut, fully fund Graduate Tuition Fellowships and Summer School costs as well as provide funding to Hobby School for Public Affairs and a contingency reserve.

UH will invest \$1.3 million of new operating resources (generated from non-endowed investment income and an increase in the distribution from the state managed National Research University Fund) and \$54.5 million of HEAF in initiatives that provide students with the financial resources and other support they need to succeed and develop a campus environment/infrastructure that facilitates achievement of the university's goals.

	Reductions / Reallocations	New Resources	HEAF	Total
Student Success	(34,461,894)		24,786,086	(9,675,808)
National Competitiveness	(874,551)	300,658	12,743,081	12,169,188
University Infrastructure and Administration	(6,712,595)	998,841	16,984,837	11,271,083
Community Advancement	(62,500)			(62,500)
subtotal	(42,111,540)	1,299,499	54,514,004	13,701,963
Unallocated Reserve	5,100,000			5,100,000
Reallocations	(17,742,211)			(17,742,211)
Total	(54,753,751)	1,299,499	54,514,004	1,059,752

### Priority 1. Student Success

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 has 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 or surpass 60% when the 2020 report is issued, 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 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.

UHin4 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 UHin4 students had a four-year graduation rate of 45% compared to 36% for all UH students.

	UHin4 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 2021 Budget Reductions & Reallocations and HEAF allocations**

- Graduate Tuition Fellowships (\$6,700,000 Reallocated Resources) – App A-C3*

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 FY2021, UH will invest \$6.7 million to fully fund 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.
- Summer School Faculty (\$5,000,000 Reallocated Resources) – App A-C4*

Summer school is an integral part of the academic year instruction. In order to ensure the availability of classes to meet the needs of our students during this academic term, UH is providing \$5 million of permanent funding to support summer faculty hiring during this academic term.
- Hobby School for Public Affairs (\$942,211 Reallocated Resources) – App A-C5*

Drawing from political science, psychology, decision sciences and more, graduates of the Hobby School for Public Affairs will be ready for analytic and decision-making positions in many fields within the public, private, and nonprofit sectors. The university will invest \$942 thousand to restore the funding for the Hobby School for Public Affairs that was cut from a prior legislative session. This funding is essential to the growth of the program.

- Academic RIF and Operations Support (\$21,500,563 Reduction in Resources) – App A-C6*

The division of Academic Affairs has reduced its salary and wages, fringe benefits, and maintenance and operations budget for FY2021 budget by \$16.9 million and \$4.6 million, respectively, as part of the 7.5% across the board budget cut required of all UH divisions. Reductions in force include both filled and vacant positions. This budget reduction is necessary to balance the FY2021 budget as a result of decreased state support, a planned decrease in tuition and fee revenue, and the funding of additional priorities, namely Graduate Tuition Fellowships, summer school faculty, and Hobby School for Public Affairs. These resource declines are directly linked to the COVID-19 pandemic.
- Enhanced Student Support Services (\$2,380,970 Reduction in Resources) – App A-C7*

In FY2021, UH is budgeting a \$2.4 million decrease in student support services, namely revenue derived from the University Center Fee and the Campus Recreation Fee. The other major fee based revenue stream supporting student services is the Student Services Fee, which is planned to increase \$623 thousand. The reduction in the University Center and Campus Recreation Fee revenue is directly linked to the planned enrollment decline for FY2021.
- Campus Services (\$20,132,195 Reduction in Resources) – App A-C8*

Due to the ongoing COVID-19 pandemic, UH is budgeting parking and housing revenue based on the current trend, which is that the majority of students are expected to take online courses the fall semester. We are assuming some will continue taking online courses in the spring. There is much uncertainty regarding the spring at this time. With the majority of students choosing the online option for instruction, parking permit sales and housing occupancies are expected to drop. Parking and Transportation Services revenue is projected to drop \$7.2M based on a 90% decrease in student permit sales for the fall, a 50% decrease in staff permit sales for the fall semester, and decreases in visitor permit sales and enforcement revenue. Permits sales are assumed to rebound somewhat in the spring semester although this is predicated on the COVID-19 pandemic situation improving by then. Residential Life & Housing is basing their FY2021 revenue on 55% occupancy, down from the traditional 95% to 100% occupancy. This translates into a \$12.9 million revenue decline compared to FY2020.
- Need Based Financial Aid (\$2,146,415 Reduction in Resources) – App A-C9*

The budgeted decrease in need based financial aid is the result of the assumed five percent decrease in enrollment. We set aside fifteen percent out of each resident student's tuition charge and three percent out of each nonresident student's tuition charge above the state mandated rate in accordance with state law. The decrease is formula driven and commensurate with the planned enrollment decline.
- Special Items (\$443,962 Reduction in Resources) – App A-C10*

UH will reduce budgets by \$444 thousand in those academic areas that receive special item funding as part of the state's 5% budget cut for FY2021. Areas that are supported with special item appropriation include Small Business Development Center and the College of Pharmacy to name a few.

- College of Medicine (\$500,000 Reduction in Resources) – App A-C11*

UH will reduce the base budget for the College of Medicine by \$500 thousand in response to the state reducing the state appropriation by \$500k as part of the 5% state cut. The College of Medicine will specifically reduce its maintenance and operations budget to cover this budget cut.
- Capital Renewal – Academic Infrastructure (\$11,000,000 HEAF) – App B-1*

In FY2021, the university will allocated \$11 million for renovation of its core academic facilities. This includes renovations to the Science and Engineering Research Center, the Science Building, Science and Research 1, Agnes Arnold, 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 (\$5,000,000 HEAF) – App B-2*

One of the university’s strategic priorities is to expand its educational programs and impact in the life sciences. In FY2021, the University of Houston will allocate \$5 million towards renovation of its life sciences facilities and construction of the College of Medicine building.
- Debt Service – Academic Infrastructure (\$8,786,086 HEAF) – App B-3*

In FY2021, UH will allocate \$8.8 million of HEAF towards debt service for the repayment of bonds issued to partially finance the renovation to its core academic facilities, life sciences facilities, and the construction of the new John M. O’Quinn Law Building.

**Priority 1. Reallocation, Reduction of Resources, and HEAF Allocation in FY 2021**

	Reductions / Reallocations	HEAF	Total
Graduate Tuition Fellowships	6,700,000		6,700,000
Summer Faculty	5,000,000		5,000,000
Hobby School for Public Affairs	942,211		942,211
Academic RIF and Operations Support	(21,500,563)		(21,500,563)
Enhanced Student Support Services	(2,380,970)		(2,380,970)
Campus Services	(20,132,195)		(20,132,195)
Need-Based Financial Aid	(2,146,415)		(2,146,415)
Special Items	(443,962)		(443,962)
College of Medicine	(500,000)		(500,000)
Capital Renewal – Academic Infrastructure		11,000,000	11,000,000
Capital Construction/Renewal – Life Sciences Initiative		5,000,000	5,000,000
Debt Service – Academic & Life Sciences Initiatives		8,786,086	8,786,086
Total	(34,461,894)	24,786,086	(9,675,808)

## Priority 2. National Competitiveness

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. 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 <sup>1</sup>	11	8
Number of Citations	105,039	113,524
Number of Post-Doctoral Appointees	263	237

<sup>1</sup>The 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 14<sup>th</sup> 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 76<sup>th</sup> in 2013 to 62<sup>nd</sup> 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 2021 Budget Reductions and HEAF Allocations

- *Research Administration Reduction in Force (\$95,438 Reduction in Resources) – App A-C13*  
The division of Research has reduced its salary and wages and fringe benefits budget for FY2021 budget by \$95 thousand as part of the 7.5% across the board budget cut required of all UH divisions. This budget reduction is necessary to balance the FY2021 budget as a result of decreased state support, a planned decrease in tuition and fee revenue, and the funding of additional priorities, namely Graduate Tuition Fellowships, summer school faculty, and Hobby School for Public Affairs. These resource declines are directly linked to the COVID-19 pandemic.



- *Special Items (\$205,149 Reduction in Resources) – App A-C14*

UH will reduce budgets by \$205 thousand in the research clusters that receive special item funding as part of the state’s 5% budget cut for FY2021. These clusters are Complex Systems, Energy Research Cluster, Health Research Cluster, and Education and Community Advancement Cluster.

- *National Research University Fund (\$300,658 New Resources) – App A-C15*

In FY2021, the University will receive an additional \$301 thousand from the state for the support and maintenance of educational and general activities that promote increased research capacity at the university. House Bill 51, passed by the 81st Texas Legislature, Regular Session, established the National Research University Fund (NRUF) to provide a dedicated, independent, and equitable source of funding to enable emerging research universities in this state to achieve national prominence as major research universities. As of FY2021, University of Houston, Texas Tech University, and University of Dallas are the only three designated emerging research universities that have qualified for a distribution from the NRUF.

- *CORE Research Support (\$573,964 Reduction in Resources) – App A-C16*

The state cut of 5% translates to a \$574 thousand budget reduction to the university from the CORE Research Support Fund. The CORE Research Support Fund is a pool of funds appropriated to the university as a state designated, emerging research institution. Funding from the CORE Research Support Fund is provided for activities in support and maintenance of educational and general activities that promote increased research activity.

- *Faculty Start-Up (\$3,000,000 HEAF) – App B-5*

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.

- *Debt Service – Research Infrastructure (\$9,743,081 HEAF) – App B-6*

In FY2021, UH will allocated \$9.7 million of HEAF towards debt service for the repayment of bonds issued to finance various research buildings.

**Priority 2. Reduction of Resources and HEAF Allocations in FY 2021**

	Reduction of Resources	New Resources	HEAF	Total
Research Administration - RIF	(95,438)			(95,438)
Special Items	(205,149)			(205,149)
National Research University Fund		300,658		300,658
CORE Research Support	(573,964)			(573,964)
Faculty Start-Up			3,000,000	3,000,000
Debt Service - Research Infrastructure			9,743,081	9,743,081
<b>Total</b>	<b>(874,551)</b>	<b>300,658</b>	<b>12,743,081</b>	<b>12,169,188</b>

### Priority 3. University Infrastructure and Administration

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.

UH’s \$100 million core renovation capital improvement plan continues, which is renovating six of the university’s most important academic buildings in terms of the number of students and faculty they serve. In addition, the University of Houston’s \$150 million life sciences capital plan continues to progress. This plan includes the construction of the new College of Medicine building, which broke ground in the fourth quarter of fiscal year 2020. Over the next several years, these projects will have a transformative impact on the University of Houston.

#### FY 2021 Budget Reductions and HEAF Allocations

- Administrative RIF and Operations Support (\$6,712,595 Reduction in Resources) – App A-C18*

The administrative divisions are reducing their salary and wages, fringe benefits, and maintenance and operations budgets for FY2021 budget by \$6.7 million as part of the 7.5% across the board budget cut required of all UH divisions. Reductions in force include both filled and vacant positions. This budget reduction is necessary to balance the FY2021 budget as a result of a 5% decrease in state support, a planned decrease in tuition and fee revenue, and the funding of additional priorities, namely Graduate Tuition Fellowships, summer school faculty, and Hobby School for Public Affairs. These resource declines are directly linked to the COVID-19 pandemic.
- Annual Deferred Maintenance and Life Safety (\$15,000,000 HEAF) – AppB-8*

The University of Houston will invest \$15 million in FY2021 for 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 (\$998,841 New Resources and 1,984,837 HEAF) – App A-C19 and App B-9*

In FY2021, the university will invest a total of \$3 million for IT infrastructure and campus safety improvements including lighting in parking lots and around buildings, security cameras, and other security related enhancements.

#### Priority 3. Investment of Resources in FY 2020 Initiatives

	Reduction in Resources	New Resources	HEAF	Total
Administrative RIF & Ops. Support	(6,712,595)			(6,712,595)
Annual Deferred Maint. & Life Safety			15,000,000	15,000,000
Campus Security, IT, and Infrastructure		998,841	1,984,837	2,983,678
<b>Total</b>	<b>(6,712,595)</b>	<b>998,841</b>	<b>16,984,837</b>	<b>11,271,083</b>

#### Priority 4. Community Advancement

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 2021 Budget Reduction

- *Multicultural Success (\$62,500 Reduction in Resources) – App A-C21*

The Texas Legislature provided UH with \$1.25 million special line item funding in FY20 for multicultural success initiatives. Through the Office of the Provost, the University of Houston invests 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. UH will reduce the budget for this initiative by \$63 thousand as part of the state's 5% budget cut for FY2021.

#### Priority 4. Reduction in Resources in FY 2021

	Reduction in Resources	HEAF	Total
Multicultural Success	(62,500)		(62,500)
Total	(62,500)		(62,500)

#### Unallocated Reserve

The University of Houston will retain an unallocated reserve of \$5.1 million at the beginning of the new fiscal year. This reserve is being funded by the 7.5% across-the-board budget cut to all divisions that receive centrally allocated resources. The reserve is intended to buffer the university against additional COVID-19 related expenses, potential additional state budget cuts, and/or provide seed funding for various initiatives that are expected to surface following the conclusion of the UH strategic plan.

**University of Houston**  
**Appendix A - Allocation of New FY 2021 Resources**

<b>Revenue Changes</b>		<b>A</b>
<b>Appropriations Bill</b>		
1	General Revenue	\$ (7,750,992)
2	Special Items	(1,211,611)
3	State Matching Benefits	742,200
4	National Research University Fund	300,658
5	Subtotal Appropriations	<u>(7,919,745)</u>
<b>Tuition and Fees</b>		
6	Consolidated Tuition and Fees	(24,020,183)
7	Student Service Fees	622,538
8	Recreation and Wellness Center	(750,543)
9	University Center Fees	(2,252,965)
10	Residential Life and Housing	(12,949,635)
11	Parking Fees	<u>(7,182,560)</u>
12	Subtotal Tuition and Fees	<u>(46,533,348)</u>
<b>Other</b>		
13	Non-endow, Inv Inc	<u>998,841</u>
14	Subtotal Other	<u>998,841</u>
15	<b>Total Net Revenue</b>	<b><u>\$ (53,454,252)</u></b>

<b>Reallocations/Reductions</b>		<b>B</b>
1	Reallocations	\$ (17,742,211)
2	<b>Subtotal - Reallocations</b>	<b><u>\$ (17,742,211)</u></b>

<b>Priority/Initiative Allocations</b>		<b>C</b>
<b>Priority 1. Student Success (p-3.7 - 3.9)</b>		
3	Graduate Tuition Fellowship	6,700,000
4	Summer School	5,000,000
5	Hobby School for Public Affairs	942,211
6	Academic reduction in force & Operations Support	(21,500,563)
7	Enhanced Student Support Services	(2,380,970)
8	Campus Services	(20,132,195)
9	Need-based Financial Aid	(2,146,415)
10	Special Item reduction	(443,962)
11	College of Medicine	<u>(500,000)</u>
12	Subtotal - Student Success	<u>(34,461,894)</u>
<b>Priority 2. National Competitiveness (p-3.10 - 3.11)</b>		
13	Research admin reduction in force	(95,438)
14	Special Item reduction	(205,149)
15	National Research University Fund	300,658
16	CORE Research Support	<u>(573,964)</u>
17	Subtotal - National Competitiveness	<u>(573,893)</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-3.12)</b>		
18	Admin reduction in force & Operations Support	(6,712,595)
19	Campus Security, IT, and Infrastructure	998,841
20	Subtotal - University Infrastructure & Administration	<u>(5,713,754)</u>
<b>Priority 4. Community Advancement (p-3.13)</b>		
21	Multicultural Success	<u>(62,500)</u>
22	Subtotal - Community Advancement	<u>(62,500)</u>
23	Unallocated Reserve	<u>5,100,000</u>
24	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ (35,712,041)</u></b>

25 **Total Net Reallocations and New Allocations** **\$ (53,454,252)**

**University of Houston**  
**Appendix B - Allocation of FY 2021 HEAF**

<u>FY21 Allocation</u>	
HEAF	<u>\$ 54,514,004</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
<b>Priority 1. Student Success (p-3.9)</b>	
1 Capital Renewal - Academic Infrastructure	\$ 11,000,000
2 Capital Construction & Renewal - Life Sciences Initiative	5,000,000
3 Debt Service - Academic Infrastructure	8,786,086
4 Subtotal	<u>24,786,086</u>
<b>Priority 2. National Competitiveness (p-3.11)</b>	
5 Faculty Start-up	3,000,000
6 Debt Service - Research Infrastructure	9,743,081
7 Subtotal	<u>12,743,081</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-3.12)</b>	
8 Annual Deferred Maintenance & Life Safety	15,000,000
9 Campus Security, IT and Infrastructure	1,984,837
10 Subtotal	<u>16,984,837</u>
11 <b>Total Priority/Initiative Allocations</b>	<u>\$ 54,514,004</u>

**University of Houston**  
**Allocation of Student Service Fees**

Sources	FY2020 Budget	-----Change-----		FY2021 Budget
		Dollars	Percent	
Current Year Revenue	\$ 23,268,660	\$ 622,538	2.7%	\$ 23,891,198
Budgeted Fund Balance	2,104,460	912,626	43.4%	3,017,086
<b>Total Sources</b>	<b>\$ 25,373,120</b>	<b>\$ 1,535,164</b>	<b>6.1%</b>	<b>\$ 26,908,284</b>

**Allocations**

A.D. Bruce Religion Center	\$ 221,267	\$ -		\$ 221,267
Activities Funding Board	181,120			181,120
Band Program/Spirit Squad	286,400	50,000	17.5%	336,400
Blaffer Gallery	21,500			21,500
Business Services	867,060			867,060
Center for Student Involvement (CSI)	793,186			793,186
Campus Recreation	302,493			302,493
Center for Diversity & Inclusion (CDI)	258,613	79,023	30.6%	337,636
Center for Fraternity & Sorority Life (CFSL)	358,718			358,718
Center for Student Media (CSM)	200,811			200,811
Center for Students with Disabilities (CSD)	386,737			386,737
Children's Learning Center	113,329			113,329
Coog Radio	34,987	14,081	40.2%	49,068
Cougars in Recovery	82,829			82,829
Council for Cultural Activities	155,760	15,342	9.8%	171,102
Counseling & Psych. Svcs.	2,167,758	191,648	8.8%	2,359,406
Dean of Students Office	1,152,447			1,152,447
Speech & Debate	39,992			39,992
Frontier Fiesta	173,260	15,797	9.1%	189,057
Health Center	1,978,753	25,048	1.3%	2,003,801
Homecoming	70,879	9,446	13.3%	80,325
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,567,644	(129,355)	-3.6%	3,438,289
Intercollegiate Athletics-Basketball Dev Facility	807,942	(2,645)	-0.3%	805,297
LGBTQ Center	146,466			146,466
Metropolitan Vol. Prog.	75,003	14,412	19.2%	89,415
Student Affairs Information Technology (DSAIT)	963,180			963,180
Student Center	563,016			563,016
Student Government Association	151,459	9,016	6.0%	160,475
Student Program Board	160,591	16,526	10.3%	177,117
Student Video Network	78,378	8,761	11.2%	87,139
The Cougar	49,833	19,939	40.0%	69,772
UH Wellness	330,460			330,460
Univ. Career Services	1,117,673	26,500	2.4%	1,144,173
Urban Experience	174,565			174,565
Veterans Svc. Office	258,190			258,190
Vice President for Student Affairs	1,304,586			1,304,586
SFAC Operating	7,000	3,000	42.9%	10,000
Salary Mandate & Adjustments	250,000			250,000
FY19 Allocation of FY18 mid year Merit	-	244,327		244,327
SSF Unallocated Reserve	959,750	706,611	73.6%	1,666,361
Health Center Fund Balance	-	100,000		100,000
CAPS Fund Balance	151,778	117,687	77.5%	269,465
<b>Total Allocations</b>	<b>\$ 25,373,120</b>	<b>\$ 1,535,164</b>	<b>6.1%</b>	<b>\$ 26,908,284</b>

UNIVERSITY of HOUSTON  
MANUAL OF ADMINISTRATIVE POLICIES AND PROCEDURES

SECTION: Academic Affairs  
AREA: Faculty Development

Number: 12.05.01

<b>SUBJECT: University of Houston Faculty Workload Policy</b>
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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

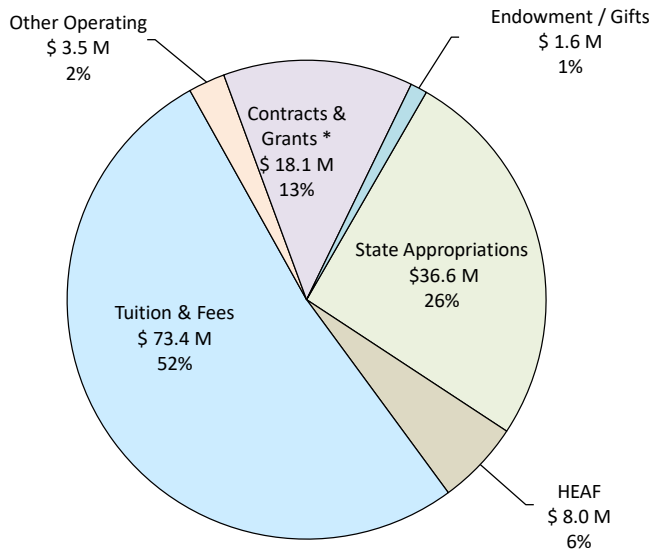
Revision Number	Approved Date	Description of Changes
1	05/24/2018	Initial version

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# UH-Clear Lake Budget

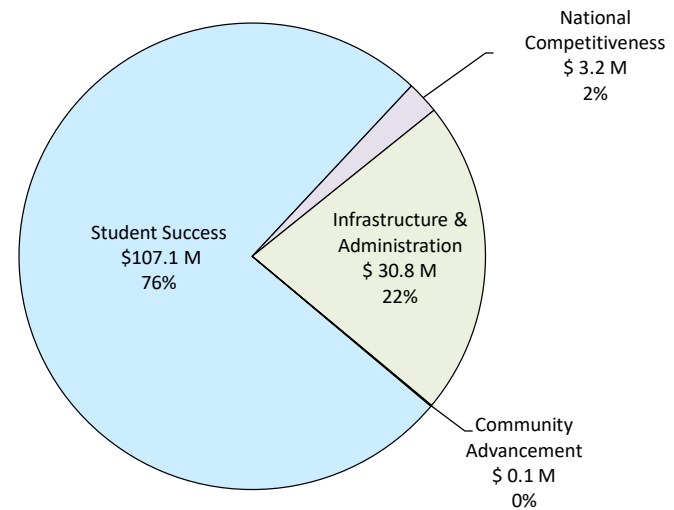
**FY2020**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid      Total \$141.2 Million

**Operating Budget Use of Funds**



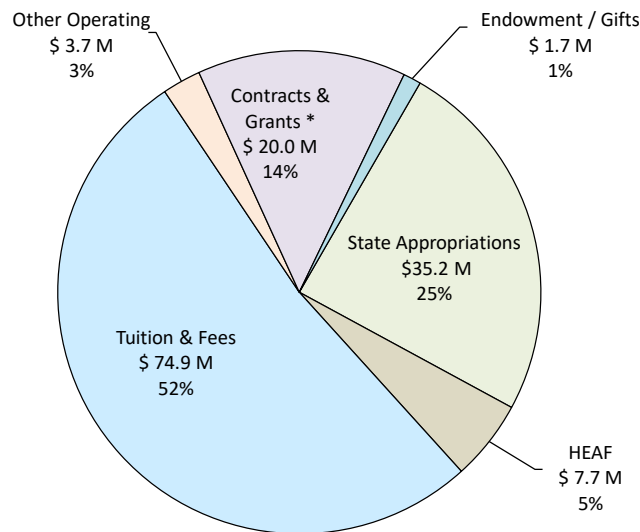
Total \$141.2 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 141.2
Capital Facilities	3.2
<b>Total</b>	<b>\$ 144.4</b>

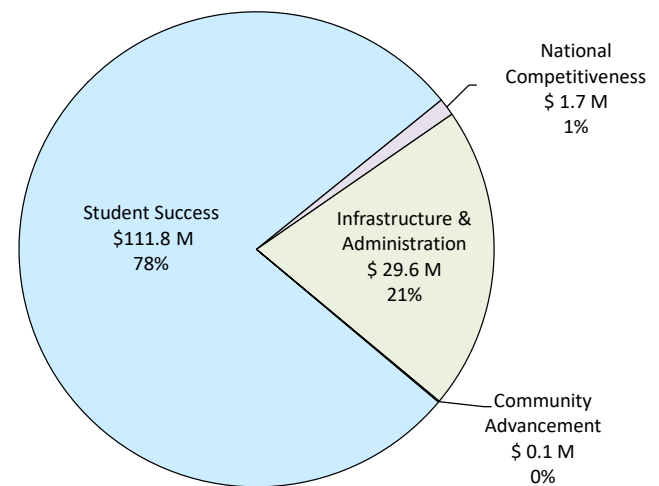
**FY2021**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid      Total \$143.2 Million

**Operating Budget Use of Funds**



Total \$143.2 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 143.2
Capital Facilities	3.2
<b>Total</b>	<b>\$ 146.4</b>

**UH-Clear Lake Operating Budget**  
**Revenues FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 State Appropriations	\$ 36.7	\$ 34.0	\$ 33.4	\$ 36.6	\$ 35.2
2 HEAF	8.0	8.0	8.0	8.0	7.7
3 Tuition & Fees	69.0	67.5	71.7	73.4	74.9
4 Other Operating	3.0	10.7	5.2	3.5	3.7
5 Contracts & Grants *	15.9	18.8	19.1	18.1	20.0
6 Endowment / Gifts	1.3	1.5	2.0	1.6	1.7
7 Total	<u>\$ 133.9</u>	<u>\$ 140.5</u>	<u>\$ 139.4</u>	<u>\$ 141.2</u>	<u>\$ 143.2</u>

\* Includes Federal financial aid

**UH-Clear Lake Operating Budget**  
**Expenditures FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 Student Success	\$ 101.9	\$ 102.6	\$ 101.3	\$ 107.1	\$ 111.8
2 National Competitiveness	2.0	1.8	1.7	3.2	1.7
3 Infrastructure & Administration	30.3	21.5	27.2	30.8	29.6
4 Community Advancement	0.2	-	0.1	0.1	0.1
5 Total	<u>\$ 134.4</u>	<u>\$ 125.9</u>	<u>\$ 130.3</u>	<u>\$ 141.2</u>	<u>\$ 143.2</u>

## **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 Strategic Planning**

UHCL has developed 15 Strategic Objectives and supporting Strategic 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. The growth in these academic areas has also generated significant community engagement and has opened the opportunity for a new Institute for Health and Human Performance that will generate significant community engagement and experiential opportunities for our students. 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 and continues to drive undergraduate enrollment growth for UHCL.



## **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 newly developed 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 began the biennium experiencing substantial increased formula funding but also with remaining challenges to our non-formula supported funding. Steady 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 continues to be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has continued to be challenging as both the national and regional trend of declining enrollment in graduate programs is experienced on our campus as well. Additionally, 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 but this is expected to be challenged due to the Covid19 pandemic. 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 2021 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 2021. The major priorities include:

- |   |              |
|---|--------------|
| 1. Student Access and Success   | \$ 6,109,613 |
| <ul style="list-style-type: none"> <li>• New Faculty</li> <li>• New Staff positions and Staff Merit Increases</li> <li>• University Advancement Student Employment</li> <li>• Scholarships</li> <li>• Instructional Support</li> <li>• Recreation and Wellness Center Debt Service</li> <li>• STEM Building Debt Service</li> <li>• Pearland Lease</li> </ul>     |              |
| 2. Academic and Research Excellence, National Competitiveness   | \$ 2,658,033 |
| <ul style="list-style-type: none"> <li>• Faculty Distinctions &amp; Merit Increases</li> <li>• Teaching and Research Resources</li> <li>• New Advancement Staff</li> <li>• New AVP, Pearland Campus Operations</li> </ul>   |              |
| 3. University Infrastructure and Administration   | \$ 3,763,810 |
| <ul style="list-style-type: none"> <li>• Operations and Administrations Support</li> <li>• Chief Strategic Planning Officer</li> <li>• Data Warehouse</li> <li>• Staff Merit Increases</li> <li>• Professional Development</li> <li>• Campus Facilities</li> <li>• University Computing Technology</li> <li>• Capital Renewal and Deferred Maintenance</li> </ul> |              |
| 4. Community Advancement  | \$ 797,676   |
| <ul style="list-style-type: none"> <li>• Center for Health &amp; Human Performance</li> <li>• Institute for Human &amp; Planetary Sustainability</li> </ul>   |              |

## University of Houston Clear Lake

### FY 2021 Budget – Reallocations and Reductions

The FY2021 budget represents

#### 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	\$ (1,295,600)	To reduce base funded items to meet the 5% state appropriations cut and allow for funding availability for strategic initiatives.	A-B1
<b>TOTAL REALLOCATIONS</b>	<b>\$ (1,295,600)</b>		

#### REDUCTIONS

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

DESCRIPTION	AMOUNT	EXPLANATION	
DEPARTMENT – STATE APPROPRIATED	(\$ 70,000)	Targeted reductions to meet the 5% state required amount	A-B2
UNIVERSITY STATE APPROPRIATED	(\$ 353,677)	Targeted reductions to meet the 5% state required amount	A-B3
<b>TOTAL REDUCTIONS</b>	<b>(\$ 423,677)</b>		

**TOTAL REALLOCATIONS/REDUCTIONS (\$ 1,719,277)**

*App A-B4*

## Priority 1. Student Success

### Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our sixth year as a four-year university, fall 2019, UHCL enrolled 336 first-time-in-college (FTIC) students and 1,897 transfer students. Our FTIC students came from over 74 high schools with an average grade point of 3.37 and an average SAT score of 1108. This represented continued strength in the breadth of where new students came from and their entrance scores. Of the 336 FTICs, 53 percent were female, 47 percent were male and their enrollment status was 79 percent full-time and 21 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 undergraduate students, the top majors were biology, mathematics, fitness and human performance, management, and psychology. Our retention rate for FTIC freshmen remained strong as did our retention rate for first time transfer students, both contributing significantly to overall growth in undergraduate enrollment.

For fall 2019, UHCL served a total of 9,082 students, up from 8,961 in fall 2018 and an enrollment high for UHCL, representing an increase of 1.35 percent. The increase occurred at the undergraduate level while graduate continued to decline by 4.9% and a 27% decline spanning the past five years. International undergraduate, while a small portion of enrollment remained level, 94 in Fall 2019 vs. 81 in Fall 2018, and international graduate student enrollment continued to decline, at 339 for fall 2019 versus 458 in fall 2018. Resident graduate enrollment continued to show modest growth increasing from 1,735 in fall 2015 to 1945 in fall 2019 with most growth in minority student populations. Following on an exceptionally strong undergraduate enrollment growth in fall 2018, UHCL experienced continued growth in fall 2019, with an increase from 6,208 in fall 2018 to 6,425 in fall 2019, primarily from successful retention of undergraduate students from fall 2018. Growth in FTIC students continues at a constant, though lesser rate.

Recently introduced new programs continue to show strong growth and are part of the success of undergraduate enrollment in the STEM fields. 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 and resulting in the largest Pearland enrollment in five years in fall 2019. The introduction of three new academic buildings continues to support student access and has contributed to our enrollment growth. UHCL also continues to reduce the average years to degree and average credit hours to degree, seeing steady declines in both since 2015.

### FY 2021 Budget Initiatives

- New Faculty Positions – New Resources \$ 731,500 *App A-C5*

To support recent enrollment growth, 6 new faculty positions have been approved for hire for the FY 2021 Academic Year.

- New Staff & Staff Merit Increases-New Resources \$ 285,000 *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.

- University Advancement Student Employment – New Resources \$ 45,000 *App A-C7*

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 2021 budget proposal with the specific intent of supporting campus event planning to foster community and partner engagement.

- Scholarships – New Resources \$ 1,900,000 *App A-C8*

Critical to student success initiatives is the recognition of the significant portion of UHCL enrollment from socially and economically underrepresented populations and the challenges these populations face with barriers to access and affordability. These increased scholarship initiatives will combine with existing federal and state financial aid programs to create a more comprehensive model for UHCL in support of student success.

- Instructional Support – HEAF \$ 840,000 *App B-1*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2021. 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 \$ 702,839 *App B-3*

HEAF has supplemented the state TRB allocation 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 2021 Initiatives

	NEW RESOURCES	HEAF	TOTAL
NEW FACULTY	\$ 731,500		\$ 731,500
NEW STAFF & STAFF MERIT INCREASES	285,000		285,000
UNIVERSITY ADVANCEMENT	45,000		45,000
SCHOLARSHIPS	1,900,000		1,900,000
INSTRUCTIONAL SUPPORT		\$ 840,000	840,000
REC & WELLNESS CNTR DEBT PAYMENT		766,538	766,538
STEM BUILDING DEBT PAYMENT		702,839	702,839
PEARLAND LEASE		838,736	838,736
<b>SUBTOTAL</b>	<b>\$ 2,961,500</b>	<b>\$ 3,148,113</b>	<b>\$ 6,109,613</b>

## 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 2020, UHCL advanced eighteen places tying for 43<sup>rd</sup> 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 18th place in Top Public Schools, 25th in Best Value Schools, and 91st in Top Performers for Social Mobility. UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list. In 2018, Washington Monthly ranked UHCL 5<sup>th</sup> 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 2021 Budget Initiatives**

- Faculty Distinctions & Merit Increases – New Resources \$ 464,500 *App A-C10*  
Provides for projected promotions of faculty positions to the titles of associate professor and professor.

- 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 \$ 67,250 *App A-C11*

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 2021 budget proposal with the specific intent of supporting campus event planning to foster community and partner engagement.

- New Assoc. VP, Pearland Campus Operations \$ 195,000 *App A-C12*

To support the full development and implementation of the UHCL strategic vision, with specific application and focus on the Pearland site, this position will enable dedicated support and development of initiatives to foster the contribution of the Pearland site.

**Priority 2. Investment of Resources in FY 2021 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
FACULTY DISTINCTIONS	\$ 464,500		\$ 464,500
TEACHING & RESEARCH RESOURCES		\$ 1,931,283	1,931,283
NEW ADVANCEMENT STAFF	67,250		67,250
NEW AVP, PC OPERATIONS	195,000		195,000
SUBTOTAL	\$ 726,750	\$ 1,931,283	\$ 2,658,033

### **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 FY20 included renewal and refurbishing of key student spaces in the Bayou and Student Success buildings, overhaul of elevator systems, resurfacing of second floor in Bayou, continuation of the resurfacing of perimeter roads project, pothole remediation of entire campus roadway and parking, expansion of the classroom restoration program, completing the facilities utilization platform to facilitate deferred maintenance management and planning, beautification of campus grounds initiative, and further development of efficient and effective campus storage initiatives. The initiatives of FY21 will further enable the support of academic and student affairs on campus.

#### **FY 2021 Budget Initiatives**

- Operations and Administrations Support – New Resources                      \$ 265,000 *App A-C14*

As UHCL continues enrollment growth, primarily in undergraduate programs, new resources continue to be required to support new academic buildings and to continue support for existing Education and General spaces.

- Chief Strategic Planning Officer – New Resources                                      \$ 185,000 *App A-C15*

As UHCL progresses forward with our strategic planning initiative, ongoing support, leadership, and focus to ensure the execution, collection of target metrics, and experienced analysis will be critical.

- Data Warehouse – New Resources    \$ 150,000 *App A-C16*

Integral to the implementation of the UHCL Strategic Plan, data driven decision and operational oversight is critical and expressly identified as a strategic initiative in direct support of the plan's strategic objectives and core themes.

- Staff Merit Increases – New Resources    \$ 142,500 *App A-C17*

As with all areas of the campus, the ability to attract and retain qualified staff required periodic market-based pay adjustments. Recognizing that ongoing comprehensive pay adjustment, equity or merit had only recently been halted for an extended period, it is essential that these adjustments continue.



- Professional Development – New Resources \$ 49,663 *App A-C18*

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 \$ 325,000 *App A-C19*

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 \$ 159,588 *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 2021 Initiatives

	NEW RESOURCES	HEAF	TOTAL
OPERATIONS AND ADMINI SUPPORT	\$ 265,000		\$ 265,000
CHIEF STRATEGIC PLANNING OFFICER	185,000		185,000
DATA WAREHOUSE	150,000		150,000
STAFF MERIT INCREASES	142,500		142,500
PROFESSIONAL DEVELOPMENT	49,663		49,663
CAMPUS FACILITIES	325,000	\$ 159,588	484,588
UCT MAINTENANCE AND UPGRADES		867,471	867,471
CAPITAL RENEWAL AND DEF MAINT		1,619,588	1,619,588
SUBTOTAL	\$ 1,117,163	\$ 2,646,647	\$ 3,763,810

## 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 2020, UHCL focused on a number of community advancement initiatives that included:

Center for Health & Human Performance

Institute for Human & Planetary Sustainability

### FY 2021 Budget Initiatives

- Center for Health & Human Performance - New Resources      \$ 313,838 *App A-C21*

With the opening of the new Recreation and Wellness Center that supports the academic programs of Exercise Sciences and Human Performance, the University has seen community engagement and experiential opportunities for our students that support and lead to exceptional career paths for our students. To continue to support community interest and engagement, the Center for Health and Human Performance is opening this year, building on the past success of Exercise and Nutritional Health Institute, which is transforming from.

- Institute for Human & Planetary Sustainability – New Resources      \$ 483,838 *App A-C22*

UHCL continues its history of creating and building strategic partnerships with local industry, governmental, and community-based organizations. Capitalizing on our heritage and partnership with NASA and the growing push for sustainable solutions, the Institute for Human and Planetary Sustainability will further develop these partnerships to 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 2021 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
CENTER FOR HEALTH & HUMAN PERF.	\$ 313,838		\$ 313,838
INST FOR HUMAN & PLANETARY SUST.	483,838		483,838
SUBTOTAL	\$ 797,676		\$ 797,676

**University of Houston-Clear Lake**  
**Appendix A - Allocation of New FY 2021 Resources**

<b>Revenue Changes</b>		<b>A</b>
<b>Appropriations Bill</b>		
1	General Revenue	\$ (1,487,690)
2	Subtotal Appropriations	<u>(1,487,690)</u>
<b>Tuition and Fees</b>		
3	Consolidated Tuition and Fees	1,330,680
4	Consolidated Student Fees	108,555
5	Subtotal Tuition and Fees	<u>1,439,235</u>
<b>Other</b>		
6	Indirect Cost	19,674
7	Investment/Other	223,125
8	Auxiliary	41,973
9	Fund Balance - Department	80,332
10	Fund Balance - University	3,567,163
11	Subtotal Other	<u>3,932,267</u>
12	<b>Total Net Revenue</b>	<b><u>\$ 3,883,812</u></b>

<b>Reallocations/Reductions (p-4.7)</b>		<b>B</b>
1	Reallocations	\$ (1,295,600)
2	Reductions - Department	(70,000)
3	Reductions - University	(353,677)
4	<b>Subtotal - Reallocations/Reductions</b>	<b><u>\$ (1,719,277)</u></b>

<b>Priority/Initiative Allocations</b>		<b>C</b>
<b>Priority 1. Student Success (p-4.8-4.10)</b>		
5	New Faculty Positions	\$ 731,500
6	New Staff positions and Staff Merit Increases	285,000
7	University Advancement Student Employment	45,000
8	Scholarships	1,900,000
9	Subtotal - Student Success	<u>2,961,500</u>
<b>Priority 2. National Competitiveness (p-4.11-4.12)</b>		
10	Faculty Distinctions & Merit Increases	464,500
11	New University Advancement Staff	67,250
12	New AVP, PC Operations	195,000
13	Subtotal - National Competitiveness	<u>726,750</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-4.12-4.13)</b>		
14	Operations and Administration Support	265,000
15	Chief Strategic Planning Officer	185,000
16	Data Warehouse	150,000
17	Staff Merit Increases	142,500
18	Professional Development	49,663
19	Campus Facilities	325,000
20	Subtotal - University Infrastructure & Administration	<u>1,117,163</u>
<b>Priority 4. Community Advancement (p-4.14-4.15)</b>		
21	Center for Health & Human Performance	313,838
22	Institute for Human & Planetary Sustainability	483,838
23	Subtotal - Community Advancement	<u>797,676</u>
24	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ 5,603,089</u></b>

25 **Total Net Reallocations and New Allocations** **\$ 3,883,812**

**University of Houston-Clear Lake**  
**Appendix B - Allocation of FY 2021 HEAF**

<b><u>FY21 Allocation</u></b>	
<b>HEAF</b>	<b><u>\$ 7,726,043</u></b>

<b><u>Priority/Initiative</u></b>	<b><u>HEAF</u></b>
<b>Priority 1. Student Success (p-4.9-4.10)</b>	
1 Instructional Support	\$ 840,000
2 Debt Payment - Recreation and Wellness Center	766,538
3 Debt Payment - STEM Classroom Building	702,839
4 Lease - UHCL at Pearland	838,736
5 Subtotal	<u>3,148,113</u>
<b>Priority 2. National Competitiveness (p-4.11)</b>	
6 Teaching and Research Resources	1,931,283
7 Subtotal	<u>1,931,283</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-4.13)</b>	
8 Campus Facilities	159,588
9 University Computing	867,471
10 Capital Renewal and Deferred Maintenance	1,619,588
11 Subtotal	<u>2,646,647</u>
12 <b>Total Priority/Initiative Allocations</b>	<b><u>\$ 7,726,043</u></b>

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

Sources	FY2020	-----Change-----		FY2021
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 4,782,149	\$ 148,107	3.1%	\$ 4,930,256
<b>Total Sources</b>	<b>\$ 4,782,149</b>	<b>\$ 148,107</b>	<b>3.1%</b>	<b>\$ 4,930,256</b>
<b>Allocations</b>				
Counseling Services Operations	\$ 654,046	\$ 87,389	13.4%	\$ 741,435
Executive Director Operations	72,838	(72,838)	-100.0%	
Health Services	326,264	8,802	2.7%	335,066
Student Publications	177,602	(5,700)	-3.2%	171,902
AVP, Student Affairs	122,493	20,771	17.0%	143,264
SSF Unallocated	74,638	475,317	636.8%	549,955
Administrative Charge	104,160			104,160
Student Service M&O	34,640			34,640
Diversity, Equity, & Inclusion	384,594	63,834	16.6%	448,428
Women's Gender & Sexuality	69,750	(62,847)	-90.1%	6,903
Educational & Workshop Training	6,400	2,600	40.6%	9,000
Educational & Diversity Outreach	10,086	(10,086)	-100.0%	
Special Programs		6,000		6,000
Race and Ethnicity		5,000		5,000
Student Government Association	22,500			22,500
Annual Leadership Conference	33,245	(6,245)	-18.8%	27,000
Student Involvement & Leadership M&O	537,683	13,815	2.6%	551,498
Student Organizations	26,431	(21,431)	-81.1%	5,000
SGA Executive Council	2,500			2,500
Student Transportation	66,032			66,032
Campus Activities Board (CAB)	9,350	(1,839)	-19.7%	7,511
Student Leadership Banquet		10,000		10,000
Spirit and Traditions		10,500		10,500
Student Assistance Center - Dean of Students	346,293	3,064	0.9%	349,357
Student Assistance Center - Student Advocacy	321,873	(2,200)	-0.7%	319,673
Student ID Cards	3,471			3,471
Writing Center	116,831	(116,831)	-100.0%	
Student Success Tutors	114,989	(114,989)	-100.0%	
Disability 3049	60,365	(60,365)	-100.0%	
Orientation and Welcome Week	183,482	2,000	1.1%	185,482
Math Center Operations	90,562	(90,562)	-100.0%	
Career Services Operations	505,059	4,543	0.9%	509,602
Fitness and Wellness	139,731			139,731
System Service Charge	23,000			23,000
Utilities	90,000			90,000
PC - Dean of Students	51,241	405	0.8%	51,646
<b>Total Allocations</b>	<b>\$ 4,782,149</b>	<b>\$ 148,107</b>	<b>3.1%</b>	<b>\$ 4,930,256</b>

(7.0) Discontinuance of a Program Because of Financial Exigency See:  
Faculty Handbook section 5.7 - Financial Exigency

## **6.1 WORKLOAD POLICY FOR FACULTY**

FSEC.1997.001

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 colleges, 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 colleges. 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; college, 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. Supervision of student teachers/teaching interns. Supervision of six student teachers is normally equated to one three semester credit hour course.

(4.2) 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.

(4.3) Independent Studies. Course-load equivalencies for faculty supervising Independent Studies will be handled by the individual colleges.

(4.4) 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.

(4.5) Master's Projects. Course-load equivalencies for faculty chairing Master's Projects will be handled by the individual colleges.

#### (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 college 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 college 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 college 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 college 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.

## **6.2 FACULTY OFFICE HOURS**

Approved 1984

Revised and approved 2011

(1.0) Purpose

This policy is to implement the UHCL requirement for faculty office hours.

(2.0) Definitions

(2.1) Office hours – this represents time set aside for interactions with students during the semester in which the faculty member teaches. They may include a variety of modalities for the convenience of students and faculty. Office hours begin the week before classes start.

(2.2) Faculty member – all faculty positions, tenured or tenure track, non-tenured and part-time.

(3.0) Policy

(3.1) Faculty members shall maintain office hours when students may contact them.

(3.2) Every class shall normally require two office hours, although the actual number of office hours will vary depending on the nature of the faculty member's assignment.

(3.2.1) At least one third of the total hours per week is to be face to face in faculty's assigned office, except part-time faculty who are teaching only on-line courses.

(3.2.2) Up to two-thirds of the total hours per week should reflect the faculty member's teaching assignment.

(4.0) The schedule of faculty office hours is to be posted in a visible place in the faculty suite and in all course syllabi.

## **6.3 INTERCOLLEGE TEACHING POLICY**

From Faculty Handbook Approved June 1988

(1.0) Policy

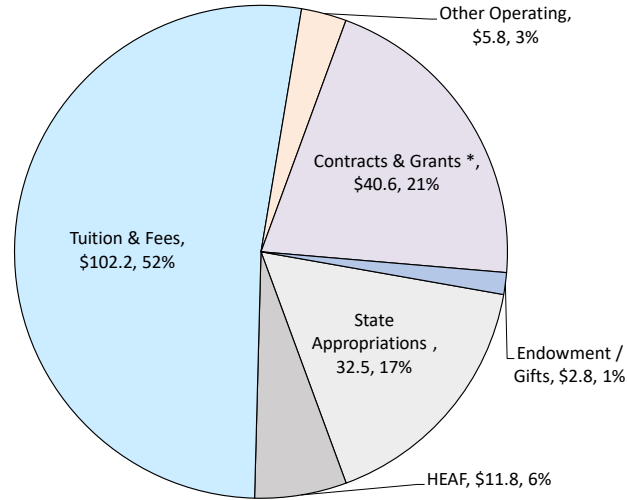
A request for a faculty member in one college to teach a course in another college may be initiated by either the faculty member to his/her own Dean or by the Dean of the receiving college to the Dean of the faculty member's college. If the faculty member initiates the request, then that request is subject to the approval of the receiving Dean. If both the receiving and granting Deans approve the faculty member's assignment, then the receiving college shall provide the granting Dean with funds sufficient to obtain an adjunct faculty to teach one course that the faculty member would otherwise have taught in the granting college. In the event the Deans cannot agree on releasing the faculty member to the receiving college, the matter will be referred to the Provost. If the Provost

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**FY2020**

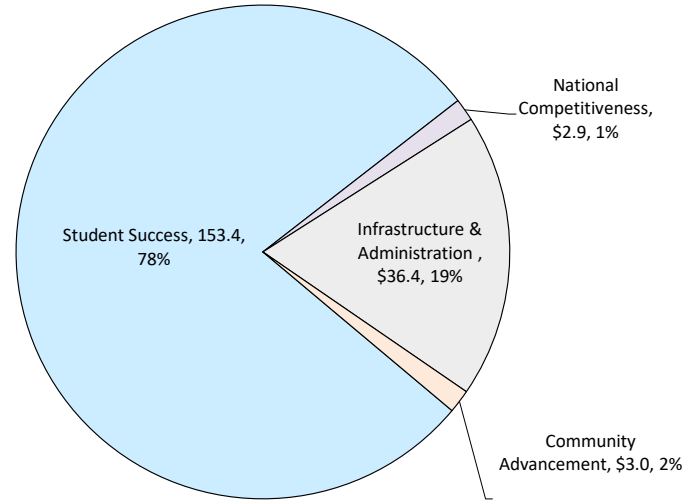
**UH-Downtown Budget**

Operating Budget Source of Funds



\* Includes Federal Financial Aid  
Total \$195.7 Million

Operating Budget Use of Funds

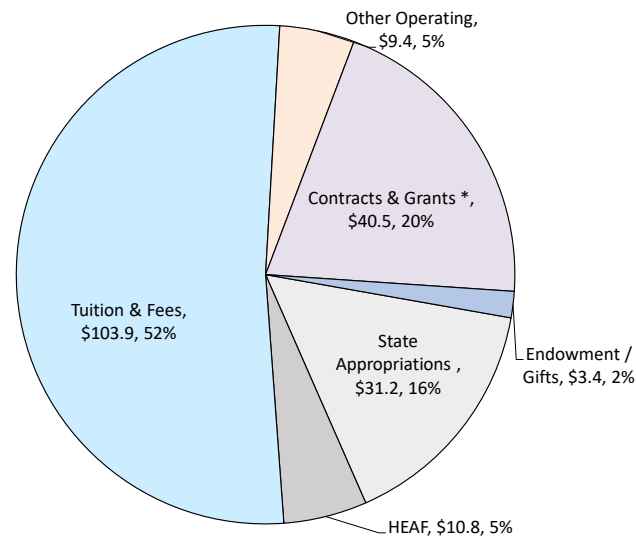


Total \$195.7 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 195.7
Capital Facilities	4.3
<b>Total</b>	<b>\$ 200.0</b>

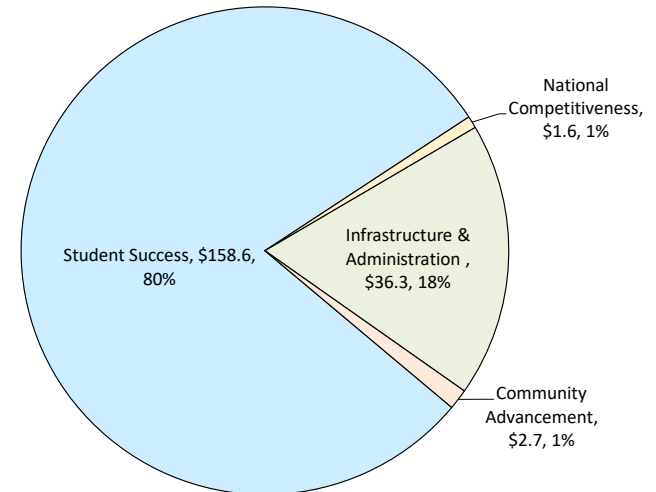
**FY2021**

Operating Budget Source of Funds



\* Includes Federal Financial Aid  
Total \$199.2 Million

Operating Budget Use of Funds



Total \$199.2 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 199.2
Capital Facilities	13.3
<b>Total</b>	<b>\$ 212.5</b>

**UH - Downtown**  
**Revenues FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 <b>Proposed</b>
1 State Appropriations	\$ 30.5	\$ 31.3	\$ 31.5	\$ 32.5	\$ 31.2
2 HEAF	11.8	11.8	11.8	11.8	10.8
3 Tuition & Fees	91.2	93.2	96.7	102.2	103.9
4 Other Operating	6.9	6.2	7.7	5.8	9.4
5 Contracts & Grants *	36.5	38.3	45.4	40.6	40.5
6 Endowment / Gifts	1.8	2.9	3.5	2.8	3.4
7 Total	<u>\$ 178.7</u>	<u>\$ 183.7</u>	<u>\$ 196.6</u>	<u>\$ 195.7</u>	<u>\$ 199.2</u>

\* Includes Federal financial aid

**UH - Downtown**  
**Expenditures FY2017 - FY2021**  
**\$ in Millions**

	A 2017 Actual	B 2018 Actual	C 2019 Actual	D 2020 Budgeted	E 2021 Proposed
1 Student Success	\$ 133.5	\$ 145.7	\$ 151.4	\$ 153.4	\$ 158.6
2 National Competitiveness	3.4	2.7	2.4	2.9	1.6
3 Infrastructure & Administration	31.4	33.1	33.9	36.4	36.3
4 Community Advancement	4.1	4.3	3.7	3.0	2.7
5 Total	<u>\$ 172.4</u>	<u>\$ 185.8</u>	<u>\$ 191.4</u>	<u>\$ 195.7</u>	<u>\$ 199.2</u>

## **University of Houston-Downtown Mission and Goals**

### **Vision**

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

### **Mission**

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

### **UHD 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.

UHD had begun updating its strategic plan in FY2019, with the process being led by the Provost's Office. Progress was being made on a two-phase process, with an updated 'bridge plan' to be issued in fall 2020. This bridge plan would guide the University over the coming three academic years – AY2021 through AY2023 - and be followed by a comprehensive strategic plan which would go into effect at the start of AY 2024, as UHD celebrated 50 years as a Texas public university.

Regrettably, the disruption caused by the COVID-19 crisis led the university leadership to temporarily suspend work on these plans, because of both workload issues and the new uncertainty as to how higher education will operate in the post-pandemic world. Work on the bridge plan is expected to resume this fall, with an anticipated completion in spring/summer 2021.

### **Overview of UHD's FY2021 Plan and Budget**

#### ***UHD Progress Card***

In Fall 2019, UHD was able to grow total enrollment by 2.6 percent and undergraduate enrollment by 4.2 percent. The Fall 2019 headcount of 14,640 students was an all-time high for UHD, and represented the second consecutive year of solid enrollment growth. This growth validated the strategic wisdom of earlier decisions to raise admission standards at UHD, first for FTICs (Fall 2013) and then for Transfer students (Fall 2015). As anticipated, these moves led to temporary drops in enrollment, but through them the

University has been able to reposition itself as a more rigorous academic institution, and as a result is now attracting more, and better-prepared, students. This can also be seen in UHD's recent student performance metrics.

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, reaching 73.3 percent for 2019-20. UHD expects to achieve its 75 percent goal in 2020-21. The most significant accomplishment has been with the graduation rate. For the 6-year cohort that had through the end of FY2019 to earn their degrees, the graduation rate was 28.5 percent. Achieving its FTIC Graduation Rate goal of *28-percent-by-2020* a year ahead of schedule was a remarkable achievement for UHD. Within the next year, UHD anticipates seeing a 6-year graduation rate at 30% or higher.

Other areas where progress has been made over the past year include Total Degrees Awarded, Degrees Awarded in Key Fields, the Course Completion Rate, and Student Satisfaction (Exiting Seniors).

Despite the challenges brought on by current events/circumstances, UHD was able to exceed its \$30 million stretch goal for the *Here We Go* campaign, with a total of \$33 million raised. FY2020 was another successful year for UHD fundraising, with over 35 percent of the funds raised going toward scholarship support and emergency student aid funds.

UHD was successful in obtaining research grants in FY2020, including grants from the National Institutes of Health and the National Science Foundation, which going forward will contribute to growth in institutional research expenditures. However, the pandemic significantly curtailed the ability to expend research funds for the last six months of FY2020, and this will likely continue into FY2021.

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

### ***FY2021 Funding Sources***

Due to the COVID-19 pandemic, this coming year is fraught with uncertainty. Out of prudence, UHD joined its sister institutions in the UH System in building an FY2021 operating budget that assumes a 5 percent drop in enrollment from that which was enjoyed in FY2020. Each 1 percent drop in enrollment equates to approximately \$1 million in lost tuition/fee revenue, so a 5 percent enrollment decline translates into a loss of \$5 million.

Further, the State of Texas has already notified all public universities that, as was done in the current year, FY2021 general revenue appropriations will be reduced by 5 percent. For UHD this amounts to just under \$1.3 million.

So the combination of cautious enrollment projections and State reductions has UHD entering FY2021, from a budget perspective, with approximately \$6.3 million less in overall revenue than had been anticipated pre-COVID.

Fortunately, UHD goes into FY2021 in a position to offset much of that foregone revenue. Because enrollment growth in both FY2019 and FY2020 exceeded what had been projected for the budget in those years, UHD is bringing some new base dollars into FY2021. New funds will also be generated through the 2.6 percent tuition/fee rate increase approved by the Board in February 2020. Combined, these sources will provide approximately \$5 million.

As will be explained in the ***UHD FY2021 Budget Priorities*** section to follow, in order to fund its current budget and accommodate a limited number of ‘essential mandates’ for FY2021, UHD will be balancing the coming year budget by applying a significant amount of fund balance.

The University leadership understands that this is unsustainable, and has no intention of drawing this heavily on reserves for the coming year. Rather, the extraordinary application of reserve funds is simply a means of buying time until the enrollment picture comes into focus. Should enrollments decrease significantly, then in the early fall UHD will undergo a major budget reduction exercise. Division heads have already been provided worksheets showing the amounts that would need to be reduced given various enrollment decrease scenarios.

A late adjustment to this budget plan is an anticipated reduction of over \$500,000 in revenue from auxiliary operations. With it now clear that Fall 2020 instruction will be overwhelmingly on-line, and that most employees will continue working remotely, it is expected that revenue from Parking operations will be down significantly. Commission revenue from Dining services, and to a lesser extent Bookstore operations, will also be greatly reduced.

Finally, adding to UHD’s budgetary challenges, when the THECB completed its five-year review of the current 10-year HEAF allocation, UHD saw its annual allocation fall by \$925,000. This decrease in available HEAF goes into effect for the coming year, FY2021.

### ***UHD FY2021 Budget Priorities***

UHD’s budget priority for FY2021 is to put together a spending plan that recognizes and accommodates the unprecedented uncertainty presented by the COVID-19 pandemic.

As the World Health Organization (WHO) was declaring the pandemic on March 11, UHD’s Plan/Budget Development Committee (PBDC) was just finishing up its work. At that time the PBDC was deciding how to allocate approximately \$5 million of net new operating dollars, along with some additional funds that would be conditioned on achieving 2 percent enrollment growth. Beyond a number of ‘mandate’ items, the plan called for a 2 percent pool for much needed market-based salary adjustments for faculty and staff, 11 new faculty positions, a number of staff support positions, and funds for a variety of new initiatives in support of student success.

The subsequent Stay-at-Home order for Harris County (March 24), the economic fall-out, the collapse of oil prices, and the worsening conditions in the City and County, led all of the UHS component campuses, including UHD, to quickly re-think their FY2021 plans. As the components were revising FY2021 enrollment projections to assume the 5 percent drop, the State in late May made its announcement that it would be pulling back 5 percent of the general revenue that had previously been appropriated for FY2020 and FY2021.

With these actions UHD went from having a minimum of \$5 million of new operating dollars for FY2021, to being down \$1.3 million from what it had in FY2020. Looking at the ‘mandates’ list, there were six items that were viewed as ‘essential’, totaling approximately \$2.1 million. With this, UHD was looking at a minimalist budget that still required \$3.4 million in order to be balanced.

At this point there was a decision to be made. UHD could move immediately to a base budget reduction exercise, or it could apply a portion of its accumulated fund balances to buy some time to see how the Fall 2020 enrollment played out. The decision was made to defer any deep budget cuts and apply the fund balance. There were several reasons why UHD chose to go this route.



First, UHD was not feeling all of the financial stresses being felt by the more comprehensive, traditional colleges and universities. UHD does not offer Campus Housing or Inter-collegiate Athletics – operations that are self-supporting and heavily revenue-dependent, and which often bring with them irreducible facilities-related debt service costs. As stated in the *FY2021 Funding Sources* section above, UHD will face some challenges as Parking revenue decreases, but those can be managed. Generally speaking, UHD is run as a low-overhead operation, which is an advantage during times of financial distress.

Another factor that led UHD to delay action on budget cuts was enrollment performance over Summer 2020. As COVID was hitting in March, there was great concern that it would lead to reduced enrollments, beginning in summer. In fact, the UHD leadership's initial thought was to brace for a summer that could be down as much as 25 percent. Instead, in 2020, while fully on-line, UHD achieved an all-time high summer enrollment. While some additional financial assistance was provided, it was not enough to explain the strong Summer 2020 numbers. The worst-case scenario had not materialized – far from it – and this was taken as a hopeful sign for Fall 2020.

Lastly, UHD's financial position was being helped by the fact that it had received over \$10 million in CARES Act funds. Of this, \$4.7 million was passed directly on to students as emergency financial assistance. While this money was provided to students without condition, it is believed that this financial support helped many UHD students to stay in school. UHD received an equal amount (\$4.7M) as 'Institutional' CARES Act funds, and another \$700K due to its MSI status. While restricted in how they can be applied, these funds have proven very helpful, covering a number of expenses that would otherwise have been covered by other institutional funds.

Summarizing, UHD's budget priority remains 'Student Success', but in the throes of this pandemic support for student success has meant stabilizing the operation. UHD's leadership believes it has done this by honestly assessing current conditions, reining in planned spending, and applying an appropriate amount of reserves/fund balances so as to defer a major budget-cutting exercise that might well turn out to be unnecessary, and which would be difficult to un-do.

### ***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.

Work on the FY2021 Plan/Budget was just concluding in early March 2020, as COVID-19 hit and the campus closed. The work of this year's PBDC continues to inform the FY2021 budget priorities at UHD, although obviously as the pandemic and its accompanying uncertainty struck, many of the initiatives recommended by the PBDC had to be placed on hold.

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

For FY2021 UHD will be funding six positions – 4 faculty, 2 staff – via reallocations. During the final stages of budget development this year there was a reluctance to redirect vacant positions to fund new initiatives, as there remains the possibility that, should enrollments underperform, some of the vacant positions will have to be sacrificed to budget reduction.

UHD's Facilities Management unit continues to do good work to improve overall plant efficiency. Transitioning to LED fixtures/lights, improving the programming of HVAC systems to maximize

efficiency, and steadily replacing the One Main Building's old single-pane window glass with double-pane, insulated windows, are some of the steps that have been taken to make the University more energy efficient.

While not something it set out to do, UHD significantly reduced certain operating expenses during this COVID-driven shutdown. Based on prior year history, it is estimated that UHD will have saved over \$400K on employee travel between March and fiscal year-end. Further, by shutting down buildings, raising thermostat set points and taking similar actions, it is estimated that UHD will have reduced utilities costs by \$275K, over and above the efficiencies cited in the previous paragraph.

## **Priority 1 - Student Success**

### **Context**

UHD remains committed to student success as its overarching goal and guiding principle. In this year, with the pandemic ongoing, enrollments uncertain, and state support shrinking, it is a challenge to address operational needs that can't be funded with HEAF. In fact, HEAF is the highlight of this budget, providing ongoing support in the areas of library, technology and facilities.

Overall UHD is committing approximately \$7.6 million to support student success. Of this, \$6.6 million comes as investments in library materials, technology for labs and classrooms, and campus expansion/campus development. The University also continues with its multi-year investment in EAB's *Navigate* tool, working to support student success through improved advising services.

Approximately \$600K of new operating dollars will go to fund student access/success 'essential mandates', including designated tuition set-aside scholarships, increased allowances for remissions/exemptions, and base funding for two Joint Advisor positions. Through reallocations two new positions will be created in the Marilyn Davies College of Business, an Asst. Dean and an Executive Director of Graduate Studies.

### ***FY 2021 Budget Initiatives***

- ***Increased Financial Aid (\$263,222 New Operating Funds) App A-C3***  
Approximately 69 percent of UHD students receive some form of financial aid, confirming that financial assistance is a critical component of student success and completion. UHD currently provides \$7.8 million per year in designated tuition set-aside funds, to which another \$263,000 will be added in FY2021. These additional set-aside funds are available because of the 'new base' dollars generated by above-projected growth in FY2019 and FY2020, and through the rate-increase dollars being generated for FY2021, most of which will come via an increase in the designated tuition rate.

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

- ***Enrollment, Retention/Graduation Rates (\$321,636 New Operating Funds; \$197,674 Reallocations). (\$519,310 Total Operating) App A-C4***  
New operating funds are being applied to address two 'essential mandates' – one that involves a regular annual occurrence and another that corrects an oversight from the prior year.

The regular occurrence is to adjust as needed the amount the University sets aside each year to cover remissions/exemptions. There are numerous reasons why students might receive a tuition/fee exemption, with the most prominent in recent years being the Hazlewood exemption, which

supports Texas veterans and their families. Coming into FY2021 it appeared that UHD was tracking to overspend the current remission/exemption budget by \$200,000 and so that adjustment is being made. It should be noted that if enrollments do underperform, there is a possibility that this additional \$200,000 will not be needed.

The oversight involves two Joint Advisor positions. During last year's budget development process this commitment was made to the Enrollment Management team, but the positions were overlooked as the budget was finalized. The positions were subsequently filled and now must be base-funded.

With new operating funds being scarce, the Davies College of Business will be reallocating dollars to create two critical need positions – an Asst. Dean and an Executive Director of Graduate Studies.

- ***Recruiting/Enrollment Services (\$265,903 HEAF) App B-1***  
The bulk of this HEAF spending represents UHD's share of the cost of the larger UHS move to adopt EAB's predictive analytics software (\$171K). This is Year 4 of a five year commitment. The remainder will be used to provide technology (computers, security) in student study spaces around campus, to create new office space for the PS Campus Solutions support team, and to provide an additional vehicle for recruiters.
- ***Library Support (\$2,200,000 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 (\$1,848,436 HEAF) App B-3***  
Approximately \$1.4 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 \$250K 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 (\$2,551,625 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, \$2,551,625 will be spent on the debt service of the CRB.

The new S&T Building, which opened for Fall 2019, was already doing much to advance Science education at UHD, prior to the pandemic-driven closing of campus. In addition to providing a site for the S&T Building, the acquired property (and utility plant) is enabling UHD's Student Wellness and Success Center. This project, now in the design phase, 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 2021 Resources in Student Success Initiatives

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Financial Aid	\$263,222			\$263,222
Retention and Graduation Rates	\$321,636	\$197,674		\$519,310
Recruiting/Enrollment Services			\$265,903	\$265,903
Library Support			\$2,200,000	\$2,200,000
Academic Facilities and Equipment			\$1,848,436	\$1,848,436
Accommodate Continued Growth			\$2,551,625	\$2,551,625
<b>Total</b>	<b>\$584,858</b>	<b>\$197,674</b>	<b>\$6,865,964</b>	<b>\$7,648,496</b>

## 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 21<sup>st</sup> Century skills. Faculty are the backbone of the UHD community “*dedicated to integrating teaching, service, and scholarly research to develop students’ talents and prepare them for success in a dynamic global society.*” In this difficult year the funds are not available to add as many new faculty positions as are needed. However, through reallocations, four new faculty lines are being established to support high-demand disciplines. Two of these will be in the College of Humanities & Social Sciences (Asst. Professor-Communications; Asst. Professor- Drama/Technical Direction), while two others will be in the College of Sciences & Technology (two Asst. Professors of Biology).

A significant portion of UHD’s scarce new operating funds will be used in FY2021 to fully base fund faculty merit pay increases that were provided at mid-year FY2020 (after enrollment targets were achieved, pre-COVID). A modest amount of HEAF is being provided to the College of Sciences & Technology to cover the cost of replacing some aging equipment.

### FY 2021 Budget Initiatives

- Faculty Recruitment and Retention** (\$613,685 New Operating Funds; \$271,600 Reallocations) **(\$885,285 Total Operating) App A-C6**

During FY2020 budget development, President Muñoz committed to a 2 percent Merit pool for faculty and staff, conditional on achieving specific enrollment targets. Because this was to be a mid-year salary increase, the full cost would not need to be covered in the FY2020 budget, so only \$650,000 of new base dollars (half the cost) were budgeted for this purpose. When enrollments significantly exceeded projections the president decided to increase the pool to 2.5 percent, which to be funded for a full year would require an additional \$975,000. Of that, the amount needed for the faculty portion was \$438,750. To this was added \$174,935, which is the amount required to cover the salary and benefits costs associated with faculty tenure-and-promotion increases effective for FY2021.
- Facilities/Labs and Technology** (\$168,411 HEAF) **App B-6**

HEAF is being provided in FY2021 to replace aging equipment in the Natural Sciences and Computer Science/Engineering Technology departments.

## Investment of FY 2021 Resources in National Competitiveness Initiatives

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment and Retention	\$613,685	\$271,600		\$885,285
Facilities/Labs and Technology			\$168,411	\$168,411
<b>Total</b>	<b>\$613,685</b>	<b>\$271,600</b>	<b>\$168,411</b>	<b>\$1,053,696</b>

### 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.

As with any organization, UHD's greatest asset is its people - faculty and staff. A significant portion of UHD's scarce new operating funds will be used in FY2021 to fully base fund staff merit pay increases that were provided at mid-year FY2020 (after enrollment targets were achieved, pre-COVID).

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

#### FY 2021 Budget Initiatives

- Recruit/Retain Highly Qualified Staff (\$536,250 New Operating Funds) App A-C8***  
 During FY2020 budget development, President Muñoz committed to a 2 percent Merit pool for faculty and staff, conditional on achieving specific enrollment targets. Because this was to be a mid-year salary increase, the full cost would not need to be covered in the FY2020 budget, so only \$650,000 of new base dollars (half the cost) were budgeted for this purpose. When enrollments significantly exceeded projections the president decided to increase the pool to 2.5 percent, which to be funded for a full year would require an additional \$975,000. Of that, the amount needed for the staff portion was \$536,250.
- Physical Plant Maintenance and Upgrades (\$1,340,000 HEAF) App B-8***  
 These funds will go towards planned maintenance projects that are tracked on UHD's Lifecycle Replacement list. Much of this (\$420K) will again go to modernize a number of aging elevators, while another significant portion (\$520K) will serve as a down payment on roof replacement for the Commerce Street Building, which is coming up on 20 years old. Due to the high cost of these roof replacement projects, it is difficult to get all the funding in one year. For FY2022 a similar amount will be allocated and the work will proceed. The balance will go towards restroom renovations, work on electrical infrastructure, and the ongoing, multi-year effort to install insulated glass on the sun-facing sides of the One Main Building.
- Technology Maintenance and Upgrades (\$1,525,000 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 FY2021, UHD will allocate HEAF to upgrade servers and network infrastructure, expand storage capacity, and replace the Uninterrupted Power Supply (UPS) unit in the Shea (Redundant) Data Center.

- **Campus Safety/Security (\$150,800 HEAF) App B-10**  
These funds are being provided to address the capital needs of the UHD Police department. Included here are upgrades/refreshes to the PD Data Center, equipment to support the camera and access control programs, funds for additional radios, and money to acquire a new police vehicle. The UHD PD operates with five patrol vehicles, with one being cycled out of service each year.
- **General Administration and Operations (\$322,536 New Operating Funds App A-C9; \$278,169 HEAF) App B-11**

Continuing into FY2021, 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’. The non-P/S portion of the service charge has also increased significantly, with the increase being phased in over two years (FY2020 and FY2021). In addition, UHD will allocate \$100,000 towards covering ever-expanding staff benefits expense.

It is in this category that UHD is recognizing an anticipated \$529K decrease in auxiliary operations revenue. Of this, \$375K will be reduced revenue from Parking operations while another \$154K will be the anticipated decrease in commission revenue from Dining and Bookstore operations. This \$529K decrease will be addressed by reducing Parking-related expenditures by \$300K (shuttlebus services) and by applying an additional \$229K of auxiliary fund balances.

Regarding HEAF, a \$100,000 President’s HEAF budget was requested by Dr. Muñoz, so that the President’s Office would have a pool of funds to address unanticipated capital needs across the University. Continuing a program that has worked well over the years, approximately \$158K was allocated as discretionary HEAF for the administrative units. These funds are allocated based on a model that looks at departmental FTE and budget, providing administrative units with modest amounts to address minor capital needs.

- **Space Planning Implementation Funds (\$500,000 HEAF) App B-12**  
As the University adds new buildings, and as on-line instruction and other changes impact space utilization, it is important that UHD have some capital funds available to re-purpose space. To this end, for FY2021 UHD is carving out \$500,000 from HEAF to create SPIF – Space Planning Implementation Funds. While just a fraction of what will be needed to move forward with the re-purposing that has been proposed, establishment of the SPIF is a step in the right direction.

**Investment of FY 2021 Resources in University Infrastructure and Administration**

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$536,250			\$536,250
Physical Plant Maintenance and Upgrades			\$1,340,000	\$1,340,000
Technology Maintenance and Upgrades			\$1,525,000	\$1,525,000
Campus Safety/Security			\$150,800	\$150,800
General Administration and Operations	\$322,536		\$278,169	\$600,705
Space Planning Implementation Funds			\$500,000	\$500,000
<b>Total</b>	<b>\$858,786</b>	<b>\$0</b>	<b>\$3,793,969</b>	<b>\$4,652,755</b>

**University of Houston-Downtown**  
**Appendix A - Allocation of New FY 2021 Resources**

<u>Revenue Changes</u>	A
<b>Appropriations Bill</b>	
1 General Revenue	\$ (20,696)
2 State Reduction	(1,276,441)
3 Subtotal General Revenue	<u>(1,297,137)</u>
<b>Tuition and Fees</b>	
4 Consolidated Tuition and Fees	442,528
5 Subtotal Tuition and Fees	<u>442,528</u>
<b>Other</b>	
6 Auxiliary Operations	(529,432)
7 Fund Balance	3,441,370
8 Subtotal Other	<u>2,911,938</u>
9 <b>Total Net Revenue</b>	<u><u>\$ 2,057,329</u></u>

<u>Reallocations</u>	B
1 Reallocations - ASA Division	\$ (469,274)
2 <b>Subtotal - Reallocations</b>	<u><u>\$ (469,274)</u></u>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success (p-5.8)</b>	
3 Financial Aid	\$ 263,222
4 Retention & Graduation Rates	519,310
5 Subtotal - Student Success	<u>782,532</u>
<b>Priority 2. National Competitiveness (p-5.10)</b>	
6 Faculty Recruitment and Retention	885,285
7 Subtotal - National Competitiveness	<u>885,285</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-5.11-12)</b>	
8 Recruit/Retain Highly Qualified Staff	536,250
9 General Administration & Operations	322,536
10 Subtotal - University Infrastructure & Administration	<u>858,786</u>
11 <b>Total Priority/Initiative Allocations</b>	<u><u>\$ 2,526,603</u></u>

12 <b>Total Net Reallocations and New Allocations</b>	<u><u>\$ 2,057,329</u></u>
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**University of Houston-Downtown**  
**Appendix B - Allocation of FY 2021 HEAF**

<u>FY2021 Allocations</u>	
HEAF	<u>\$ 10,828,344</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
<b>Priority 1. Student Success (p-5.9)</b>	
1 Recruiting/Enrollment Services	\$ 265,903
2 Library Support	2,200,000
3 Academic Facilities & Equipment	1,848,436
4 Debt Service - STEM Bldg.	2,551,625
5 Subtotal	<u>6,865,964</u>
<b>Priority 2. National Competitiveness (p-5.10)</b>	
6 Facilities/Labs and Technology	168,411
7 Subtotal	<u>168,411</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-5.11-12)</b>	
8 Physical Plant Maintenance & Upgrades	1,340,000
9 Technology Maintenance & Upgrades	1,525,000
10 Campus Safety/Security	150,800
11 General Administration & Operations	278,169
12 Space Planning Implementation Funds	500,000
13 Subtotal	<u>3,793,969</u>
14 <b>Total Priority/Initiative Allocations</b>	<u><b>\$ 10,828,344</b></u>



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

	FY2020 Budget	-----Change-----		FY2021 Budget
		Dollars	Percent	
<b>Sources</b>				
Current Year Appropriations	\$ 4,722,741	\$ (139,068)	-2.9%	\$ 4,583,673
Remissions/Exemptions	(50,000)	24,570	-49.1%	(25,430)
Other Income	301,500	(52,500)	-17.4%	249,000
Budgeted Fund Balance	200,020	48,729	24.4%	248,749
<b>Total Sources</b>	<b>\$ 5,174,261</b>	<b>\$ (118,269)</b>	<b>-2.3%</b>	<b>\$ 5,055,992</b>
<b>Allocations</b>				
Banner Financial Aid Maintenance	\$ 14,000	\$ -	0.0%	\$ 14,000
Bayou Review	9,665	-	0.0%	9,665
Call Center	107,729	665	0.6%	108,394
Campus Activities Board	27,600	-	0.0%	27,600
Campus Information Center	80,922	3,244	4.0%	84,166
Career Services	485,843	9,261	1.9%	495,104
Center for Diversity and Inclusion	60,818	1,769	2.9%	62,587
Clubs and Organizations	90,033	-	0.0%	90,033
Club Sports Program	71,000	-	0.0%	71,000
Conference and Events	254,912	5,594	2.2%	260,506
Daxco	5,000	-	0.0%	5,000
Disability Services Software	18,000	-	0.0%	18,000
Drama Production	46,025	-	0.0%	46,025
Enrollment Management	567,649	(145,288)	-25.6%	422,361
eSports Center	40,000	-	0.0%	40,000
Financial Aid Office	762,216	11,965	1.6%	774,181
First & Second Year Retention	121,636	(2,555)	-2.1%	119,081
Food Market	25,000	1	0.0%	25,001
Global Scholars Program	20,000	-	0.0%	20,000
Graduation/Diplomas	258,305	(50,000)	-19.4%	208,305
Homecoming	20,000	-	0.0%	20,000
International Programs	30,478	-	0.0%	30,478
Leadershape & Conferences	26,061	-	0.0%	26,061
One Main Events	29,364	-	0.0%	29,364
Orgsync	20,000	-	0.0%	20,000
Registrar	422,960	35,588	8.4%	458,548
SA Program & Events	30,000	-	0.0%	30,000
Software Consulting	7,425	-	0.0%	7,425
Student Activities	360,260	5,908	1.6%	366,168
Student Affairs	315,907	4,182	1.3%	320,089
Student Assistance Program	220,000	-	0.0%	220,000
Student Awards	3,300	-	0.0%	3,300
Student Government Association	35,795	-	0.0%	35,795
Student Health Services	264,837	-	0.0%	264,837
Student Newspaper	31,870	(500)	-1.6%	31,370
Title IX	13,000	-	0.0%	13,000
UHD iRadio	10,000	-	0.0%	10,000
Utilities/Other Overhead	127,864	-	0.0%	127,864
Veterans Services Operations	124,087	1,897	1.5%	125,984
Welcome Week	14,700	-	0.0%	14,700
<b>Total Allocations</b>	<b>\$ 5,174,261</b>	<b>\$ (118,269)</b>	<b>-2.3%</b>	<b>\$ 5,055,992</b>

Memo To: All UH-Downtown/PS Holders

UH-Downtown/PS 10.A.04

From: William Flores, President

Issue No. 5

Effective Date: 09/01/10

Subject: Faculty Teaching Workload

Page 1 of 3

## 1. PURPOSE

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

## 2. DEFINITIONS

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

## 3. POLICY/PROCEDURES

### 3.1 Scope

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

### 3.2 Principles

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

### 3.3 Policy

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

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

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

#### 3.4 Adjustments and Exceptions to Policy

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

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

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

#### **5. EXHIBITS**

There are no exhibits associated with this policy.

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

Responsible Party (Reviewer): President

Review: Biannually

Signed original on file in Employment Services and Operations.

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

Issue #3: 3/1/86

Issue #4: 1/1/07

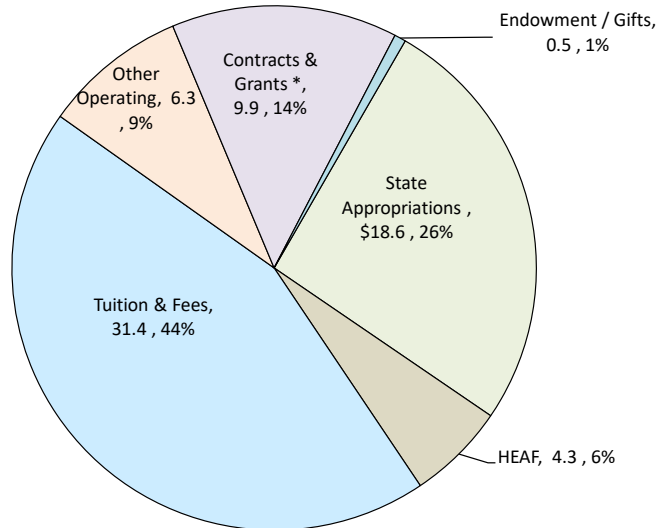
#### **8. REFERENCES**

There are no references associated with this policy.

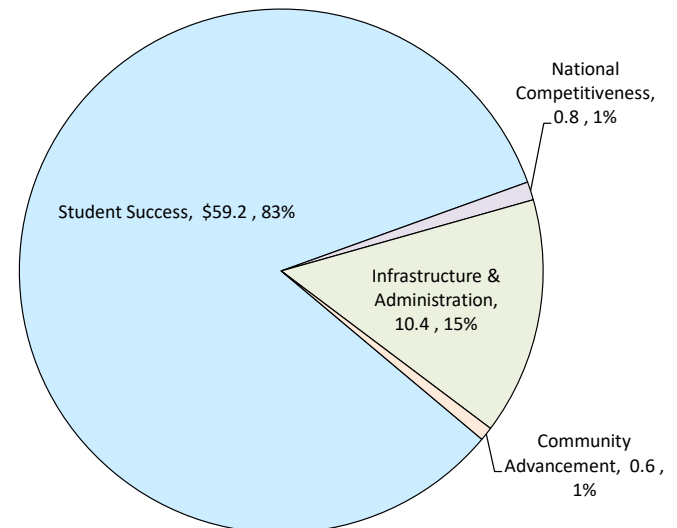
# University of Houston-Victoria Budget

## FY2020

Operating Budget Source of Funds



Operating Budget Use of Funds



**Total Budget**

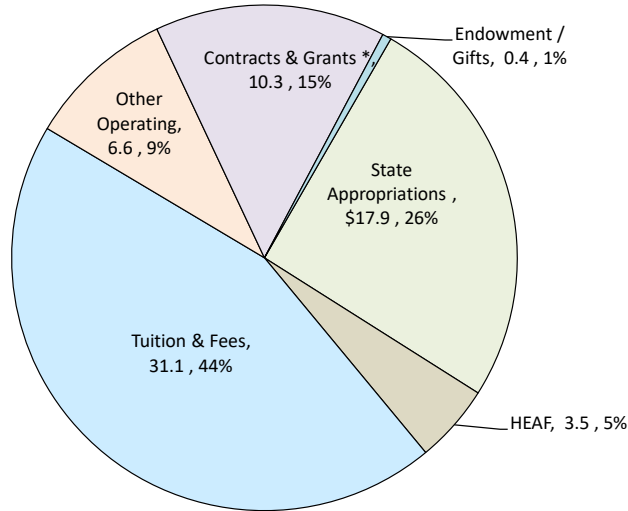
	\$ Millions
Operating Budget	\$ 71.0
Capital Facilities	58.0
<b>Total</b>	<b>\$ 129.0</b>

\* Includes Federal Financial Aid Total \$71.0 Million

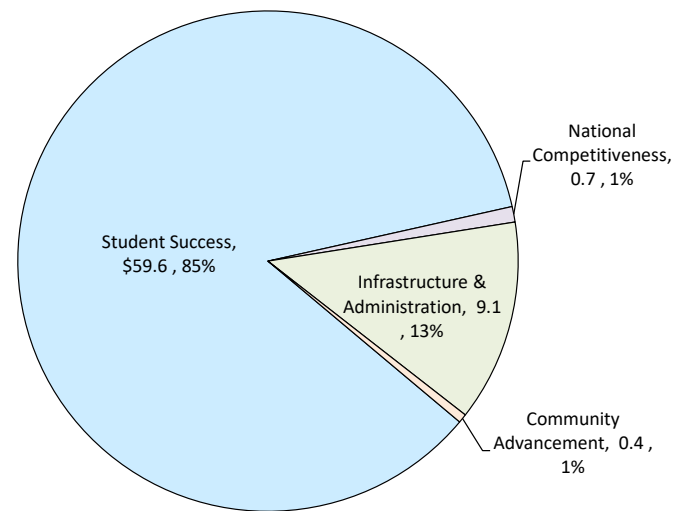
Total \$71.0 Million

## FY2021

Operating Budget Source of Funds



Operating Budget Use of Funds



**Total Budget**

	\$ Millions
Operating Budget	\$ 69.8
Capital Facilities	65.1
<b>Total</b>	<b>\$ 134.9</b>

\* Includes Federal Financial Aid Total \$69.8 Million

Total \$69.8 Million

**University of Houston-Victoria Operating Budget**  
**Revenues FY2017- FY2021**  
**\$ in Millions**

	<b>A</b> 2017 Actual	<b>B</b> 2018 Actual	<b>C</b> 2019 Actual	<b>D</b> 2020 Budgeted	<b>E</b> 2021 <b>Proposed</b>
1 State Appropriations	\$ 19.8	\$ 18.0	\$ 18.0	\$ 18.6	\$ 17.9
2 HEAF	4.3	4.3	4.3	4.3	3.5
3 Tuition & Fees	25.6	27.4	29.6	31.4	31.1
4 Other Operating	4.5	3.4	6.5	6.3	6.6
5 Contracts & Grants *	7.7	14.9	12.1	9.9	10.3
6 Endowment / Gifts	1.6	1.3	2.0	0.5	0.4
<b>7 Total</b>	<b>\$ 63.5</b>	<b>\$ 69.3</b>	<b>\$ 72.5</b>	<b>\$ 71.0</b>	<b>\$ 69.8</b>

\* Includes Federal financial aid

**University of Houston-Victoria Operating Budget**  
**Expenditures FY2017 - FY2021**  
**\$ in Millions**

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Budgeted	<b>Proposed</b>
1 Student Success	\$ 51.3	\$ 60.8	\$ 59.5	\$ 59.2	\$ 59.6
2 National Competitiveness	0.7	0.5	0.3	0.8	0.7
3 Infrastructure & Administration	10.4	7.9	8.7	10.4	9.1
4 Community Advancement	0.9	0.7	0.8	0.6	0.4
5 Total	<u>\$ 63.3</u>	<u>\$ 69.9</u>	<u>\$ 69.3</u>	<u>\$ 71.0</u>	<u>\$ 69.8</u>

## **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,].

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. We will also increase our faculty research seed funding and provide more forums for the local and regional dissemination of research results.
- *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 FY21 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 Center for Student Success and Achievement (CSSA) for all students incorporating experiential and hands-on learning as a centerpiece. The goal of the CSSA is to better connect undergraduate students to the services required for success from start to finish. Some of these services include academic advising, tutoring, mentoring, success coaching, career development, as well as liaising with other academic and support services throughout the university.

The University has moved 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.

UHV has worked to develop a new academic strategic plan: Academic@UHV that outlines the restructuring of the academic enterprise and sets the course for the creation of new academic programs that align with the needs of the region. The plan charts a course to the growth of a residential campus in Victoria as well as the teaching center in Katy. This growth comes from measured expansion of current degree offerering at the undergraduate and graduate level, as well as the launch and growth of new programs over a reasonable time-table.

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 will begin developing proposals for new degree programs in engineering, agriculture, aviation, construction management, and other STEM related offerings in according to the new Academic Strategic Plan. UHV continues to receive computer science grants from the Department of Defense and NASA.

A new library and University Commons has opened in Fall 2019. The library has 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 has ceased. The library was integrated with

the new University Commons that houses student groups, student life, maker spaces, 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. We continue build upon this platform as the Commons is in close proximity to the new Smith Hall dormitory, thus providing and additional academic resource for residential students, as well as commuters, our partner institutions, and our regional community.

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 2021 include

1. Student Success

- Build upon the University College model to create a Center for Student Success and Achievement to increase student success and retention by providing vital resources to all students.
- Hire essential faculty and staff in critical areas such as Engineering and STEM, Agribusiness, Cybersecurity, 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 towards ABET accreditation in additional STEM fields.
- 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)

- Center for Regional Collaboration
- Athletics

### University Reallocations

The outbreak of COVID-19 in 2020 has played and will continue to play a major negative role in the State’s economy and whether or not students will continue their education. The State has reduced UHV’s funding for fiscal years 2020 and 2021 by 5% each year. For fiscal year 2021, the 5% reduction is \$732,426. UHV also reduced its enrollment projection by 5% less than fiscal year 2020 due to the uncertainty of the number of students that will enroll next year. That downward enrollment projection of 5% causes a loss in tuition and fee revenues of \$883,230. Less students on campus also means a decrease in residential housing and meal plan revenue of \$2,371,226. In order to offset these decreases in revenue, UHV put in place expense reduction measures in April 2020 and continues those measures in fiscal year 2021. Those measures include a freeze in replacing vacant positions, a reduction in department operational and travel funds, and no new contractual obligations.

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 continue to make budget reductions, use energy efficiencies, outsource custodial, and reduce faculty and staff positions in order to reallocate additional operational resources. For FY2021, UHV reallocations are categorized below:

#### Fiscal Year 2020-2021 Budget Reductions

Reduction	Comment	Amount
<u>Rellocations/Reductions</u>		
One-time Funding	Reallocate FY2020 one-time funding in FY2021	(581,800)
Departmental Reductions	Reduction of departmental budgets and vacant positions	<u>(1,267,470)</u>
Total Reductions		<u>\$ (1,849,270)</u>

Reallocations	Comment	Amount
Student Recruitment and Success	Increase in student recruitment, retention and success	586,320
Faculty and Staff	Positions reallocated to critical areas	267,801
Program Offerings	Increase Face-to-Face Classes and Programs	91,354
Additional department M&O	Contractual agreements	293,581
Retain qualified faculty and staff	Faculty promotions and staff reclassifications	160,214
Departmental	Fund Jaguary Journey Scholarship	<u>450,000</u>
Total Reallocations		<u>\$ 1,849,270</u>

## **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 FY2021 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, focused on the needs of first-time-in-college freshmen. The University College's activities included advising, success coaching, Living and Learning, tutoring, and peer mentoring. UHV will continue to support the activities of the University College through the Center for Student Success and Achievement (CASSA). The mandate of the CASSA will expand to support undergraduate students at all class levels.

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. A new residence life facility will be completed by the fall 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 FY2021 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 and additional space for kinesiology, storage for excess library books, and the expansion of the SBDC and the Center for Regional Collaboration.

The architectural design for the new Health and Wellnes Center will be underway in FY2021 with a completion date for the facility in the Spring 2023. The facility will also house DeTar Hospital's walk-in clinic, which will utilized by UHV's employees and students.

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 2021 BUDGET INITIATIVES**

### **Student Recruitment, Retention and Success (\$547,444 New Resources) App A-C4 (\$30,020 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 FY2021, 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 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 (267,801 New Resources) App A-C5 (\$0 HEAF)**

New faculty and staff positions were approved in essential areas only. New faculty members will be hired in critical and fast-growing new Programs. Most vacant positions were not refilled in an effort to save funds to cover the 5% State reduction in appropriations and the possible reduction in enrollment.

### **Increase Face-to-Face Classes and Program Offerings (\$91,354 New Resources) App A-C6 (\$954,961 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. All bachelor's level programs will complete course schedules allowing degree completion using only face-to-face courses or on-line courses.

The Master of Science degree in Kinesiology with a concentration in Sport Management began Spring 2020. A Master's 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 is also slated to begin Fall 2020 in Criminal Justice are both aimed at meeting residents' needs in the Coastal Bend area.

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.

**Continued Expansion of Residential Campus in Victoria (-\$2,424,633 New Resources)**

*App A-C7* **(\$840,459 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. UHV will continue to expand its residential campus through continuation of initiatives.

- 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	\$547,444	\$30,020	\$577,464
Faculty and staff in critical areas	\$267,801	\$0	\$267,801
Face-to-Face and academic program offerings	\$91,354	\$954,961	\$1,046,315
Expansion of a residential campus	(\$2,424,633)	\$840,459	(\$1,584,174)
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Totals	(\$1,518,034)	\$1,825,440	\$307,406

## **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 prepared its fifth year report for SACSCOC. Data for the ten-page QEP implementation report on Living and Learning as well as 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.

The Research and Sponsored Programs Office provides support and guidance to faculty and staff in securing and administering sponsored research grants and contracts. From fiscal year 2018 – 2019, the number of awarded research grants increased 13%; the number of applications submitted increased 30%; and the monetary amount of applications submitted increased more than 500% due to several large federal proposals. For the first time since the University received the DoEd Hispanic Serving and Strengthening Institution status, UHV received a Strengthening Institution Program award for 2.25 million which will implement specific activities to promote support services for students and faculty.

### **FY 2021 BUDGET INITIATIVES**

#### **Professional Development for Faculty and Staff (\$0 New Resources)**

##### **(\$0 HEAF)**

UHV provides faculty and staff with professional development opportunities to maintain and enrich the quality of its programs and services. 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 (\$126,556 New Resources) *App A-C9***

##### **(\$0 HEAF)**

Due to the foreseen decrease in enrollment and the legislated return of State funding, Faculty equity which is determined by an analysis of CUPA averages, was delay. If the University meets exceeds budget expectations, it will reexamine faculty equity and/or merit.

In FY2020, UHV instituted a new promotion policy with a new promotion system. 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. UHV received approval to promote nine faculty to Associate Professor, three to Professor, one to Senior Lecturer and one to Clinical Associate Professor.

**PRIORITY 2. BUDGET TABLE**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Professional Development for Faculty and Staff	\$0	\$0	\$0
Equitable & competitive salaries for faculty	\$126,556	\$0	\$126,556
<b>Totals</b>	<b>\$126,556</b>	<b>\$0</b>	<b>\$126,556</b>

**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 2021 BUDGET INITIATIVES**

**Technology (-\$129,535) App A-C11 (\$611,045 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 continued to upgrade online and videoconferencing tools to keep all course delivery options available to the academic effort as well as improving the on campus experience for the student body. In FY2021, 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 3 an upgrade of the multifunction copier fleet for the university. 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 (\$870,968 New Resources) App A-C12 (\$75,345 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. For FY2021, UHV has identified a mandatory state revenue reduction of \$732,426 which will be returned to the State Comptroller.

**Equitable and Competitive Salaries for Staff (\$35,841 New Resources) App A-C13 (\$0 HEAF)**

A reclassification pool is utilized for those who have job duties that have significantly changed over time. Due to the foreseen decrease in enrollment and the legislated return of State funding, Faculty equity which is determined by market survey analysis, was delay. If the University meets exceeds budget expectations, it will reexamine staff equity and/or merit. Salary increases for merit and equity require employees to have meritorious performance evaluations and completion of mandatory training. In addition, as health insurance continue to rise so do the university's cost of providing employee benefits.

**Quality Improvements (\$0 New Resources) (\$894,987 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 FY2021 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 (\$216,289 New Resources) App A-C14 (\$136,000 HEAF) App B-8**

In the 85<sup>th</sup> 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 participated in the move to a new UH/UHV facility in Katy. 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 is being reallocated to support operational costs. High efficiency technology has been 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	(\$129,535)	\$611,045	\$481,510

Operational support	\$870,968	\$75,345	\$946,313
Equitable & competitive salaries for staff	\$35,841	\$ 0	\$35,841
Quality improvements	\$ 0	\$894,987	\$894,987
Facilities	\$216,289	\$136,000	\$352,289
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Totals	\$993,563	\$1,717,377	\$2,710,940

## **PRIORITY 4: COMMUNITY ADVANCEMENT**

### **CONTEXT**

The University will promote new degrees scheduled to begin in Fall 2020. 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, will provide the needed semester credit hours as well as a CPA course review for those students who desire to be eligible to sit for the Certified Public Accountant examination. 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.

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 emersion 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 2021 BUDGET INITIATIVES**

#### **Partnerships for Center for Regional Collaboration (CRC) (\$49,073 New Resources) App A-C16 (\$0 HEAF)**

The Regional Center for Economic Development and Entrepreneurship (RCEDE) was rebranded during the 2020 Fiscal year. The new name, **Center for Regional Collaboration (CRC)**, reflects the goal of growing UHV regionally and increasing UHV brand awareness. Additional funding has been earmarked for an Assistant Director and secretary position. CRC will concentrate on Victoria County and the ten counties surrounding Victoria, and look for other opportunities in the contiguous counties UHV serves. CRC will emphasize regional partnerships

and collaboration, maximizing the resources of UHV faculty and promoting student engagements. CRC 's primary partnership will be UHV's Small Business Development Center (SBDC). CRC and the SBDC will be working together on outreach and collaboration efforts.

Fiscal Year 2020 will be a growth year for the CRC center, with the new regional facility completed by late 2020. UHV's involvement (through CRC) 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. In FY2020, SBDC was instrumental in providing counseling and services to local businesses due to the COVID19 pandemic. 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 department to promote community development to yield and leverage business development and visibility for the SBDC.

**UHV Athletics (-\$226,521 New Resources) App A-C17 (\$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. Traditionally, UHV Athletics provides educational opportunities to approximately 140 student athletes as well as additional students who work in the department each year. This COVID impacted year, UHV Athletics has worked with enrollment management to increase enrollment of student athletes by over 20%. However, the Basketball program has been suspended.

**PRIORITY 4. BUDGET TABLE**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
PREP	\$ 49,073	\$ 0	\$ 49,073
Athletics	(\$226,521)	\$ 0	(\$226,521)
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Totals	(\$177,448)	\$ 0	(\$177,448)

**University of Houston-Victoria**  
**Appendix A - Allocation of New FY 2021 Resources**

<u>Revenue Changes</u>	A
<b>Appropriations Bill</b>	
1 General Revenue	\$ (43,811)
2 Special Item Funding	(688,615)
3 Subtotal Appropriations	<u>(732,426)</u>
<b>Tuition and Fees</b>	
4 Consolidated Tuition and Fees	(658,151)
5 Student Service Fee	(225,079)
6 Residential Housing & Meal Plan	(2,371,226)
7 Subtotal Tuition and Fees	<u>(3,254,456)</u>
<b>Other</b>	
8 Victoria College Service Agreement	203,216
9 Parking Fees	144,502
10 Fund Balance	1,214,531
11 Subtotal Other	<u>1,562,249</u>
12 <b>Total Net Revenue</b>	<u><b>\$ (2,424,633)</b></u>

<u>Reallocations/Reductions</u>	B
1 One-time Funded in FY20	\$ (581,800)
2 Departmental M&O Reductions & Vacant Positions	(1,267,470)
3 <b>Subtotal-Reallocations/Reductions</b>	<u><b>\$ (1,849,270)</b></u>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Success (p-6.10-6.11)</b>	
4 Student Recruitment, Retention and Success	\$ 547,444
5 Faculty and Staff in Critical Areas	267,801
6 Increase Face-to-Face Classes and Program Offerings	91,354
7 Continued Expansion of Residential Campus in Victoria	(2,424,633)
8 <b>Subtotal - Student Success</b>	<u>(1,518,034)</u>
<b>Priority 2. National Competitiveness (p-6.12-6.13)</b>	
9 Equitable and Competitive Salaries for Faculty	<u>126,556</u>
10 <b>Subtotal - National Competitiveness</b>	<u>126,556</u>
<b>Priority 3. University Infrastructure &amp; Administration (p-6.13-6.15)</b>	
11 Technology	(129,535)
12 Operational Support	870,968
13 Equitable and Competitive Salaries for Staff	35,841
14 Facilities	216,289
15 <b>Subtotal - University Infrastructure &amp; Administration</b>	<u>993,563</u>
<b>Priority 4. Community Advancement (p-6.15-6.17)</b>	
16 Center for Regional Collaboration	49,073
17 Athletics	(226,521)
18 <b>Subtotal - Community Advancement</b>	<u>(177,448)</u>
19 <b>Total Priority/Initiative Allocations</b>	<u><b>\$ (575,363)</b></u>

20 **Total Net Reductions and New Allocations** **\$ (2,424,633)**

**University of Houston-Victoria**  
**Appendix B - Allocation of FY 2021 HEAF**

<u>FY21 Allocation</u>		<u>Priority/Initiative</u>	<u>HEAF</u>
HEAF	<u>\$ 3,542,817</u>	<b>Priority 1. Student Success (p-6.10-6.11)</b>	
		1 Student Recruitment, Retention, Success	\$ 30,020
		2 Increase Face-to-Face Classes and Program Offerings	954,961
		3 Residential Campus Expansion in Victoria	840,459
		4 Subtotal	<u>1,825,440</u>
		<b>Priority 3. University Infrastructure &amp; Administration (p -6.13-6.15)</b>	
		5 Technology	611,045
		6 Operational Support	75,345
		7 Quality Improvements	894,987
		8 Facilities	136,000
		9 Subtotal	<u>1,717,377</u>
		<b>10 Total Priority/Initiative Allocations</b>	<u>\$ 3,542,817</u>

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

Sources	FY2020	-----Change-----		FY2021
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,984,923	\$ (225,079)	-7.5%	\$ 2,759,844
<b>Total Sources</b>	<b>\$ 2,984,923</b>	<b>\$ (225,079)</b>	<b>-7.5%</b>	<b>\$ 2,759,844</b>
<b>Allocations</b>				
Financial Aid	\$ 712,962	\$ 316,809	44.4%	\$ 1,029,771
Student & Judicial Services	131,359	11,940	9.1%	143,299
Student Relations	18,033	(1,314)	-7.3%	16,719
Student Government	23,600	(10,258)	-43.5%	13,342
Registrar	227,748	14,899	6.5%	242,647
Publications	1,000	(120)	-12.0%	880
Student Organization	12,500	(1,500)	-12.0%	11,000
SS Fees Contingency	76,006	(54,231)	-71.4%	21,775
Student Life & Services	373,858	5,524	1.5%	379,382
Student Orientation	54,500	(54,500)		
Health Services	40,000	(4,800)	-12.0%	35,200
YMCA Student Memberships	40,600	3,400	8.4%	44,000
Counseling Center Salaries	207,456	(2,347)	-1.1%	205,109
Student Service Support	140,637	(16,876)	-12.0%	123,761
Transcripts	6,300	(756)	-12.0%	5,544
Graduation & Diploma	9,000	(1,080)	-12.0%	7,920
Career Services	140,354	(3,090)	-2.2%	137,264
Jaguar Journey	7,850	(980)	-12.5%	6,870
Student Transportation	212,051	(47,579)	-22.4%	164,472
Athletics	453,000	(362,940)	-80.1%	90,060
Auxiliary Accounting	14,999	(14,999)	-100.0%	
Disability Student Services	81,110	(281)	-0.3%	80,829
<b>Total Allocations</b>	<b>\$ 2,984,923</b>	<b>\$ (225,079)</b>	<b>-7.5%</b>	<b>\$ 2,759,844</b>



## UHV Teaching Load

### 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.