

**Fiscal Year 2015
Plan and Budget**

**Presented to the
Board of Regents
University of Houston System
May 7, 2014**

Chancellor Renu Khator

**University of Houston System
FY2015 Plan and Budget**

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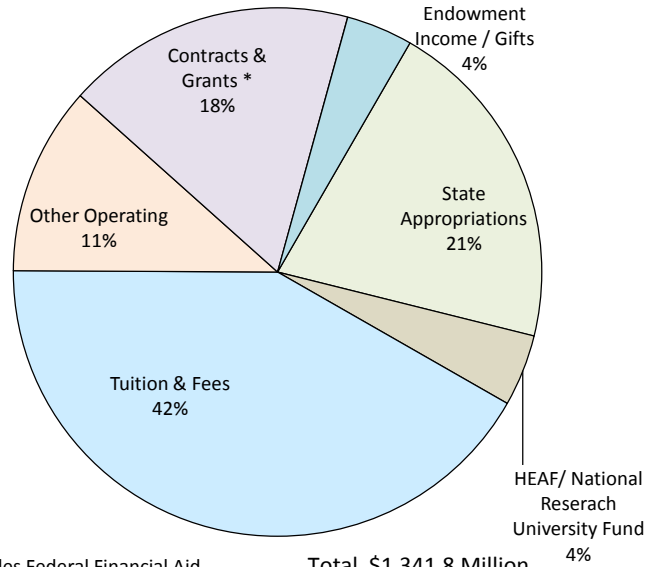
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University of Houston System Budget

FY2014

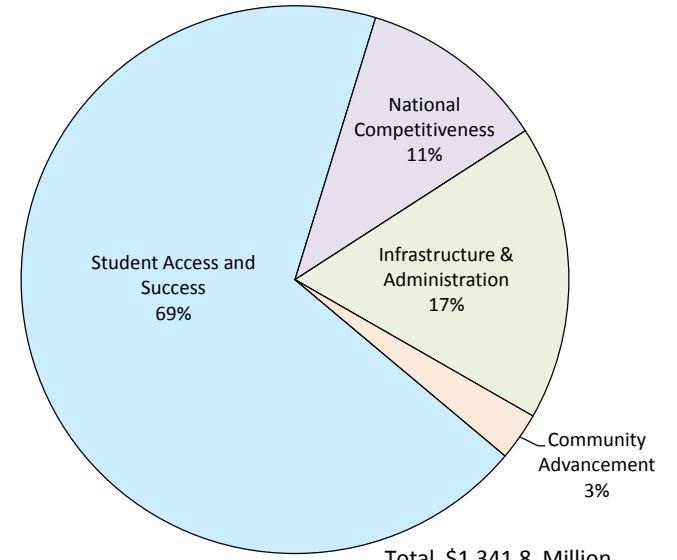
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,341.8 Million

Operating Budget Use of Funds



Total \$1,341.8 Million

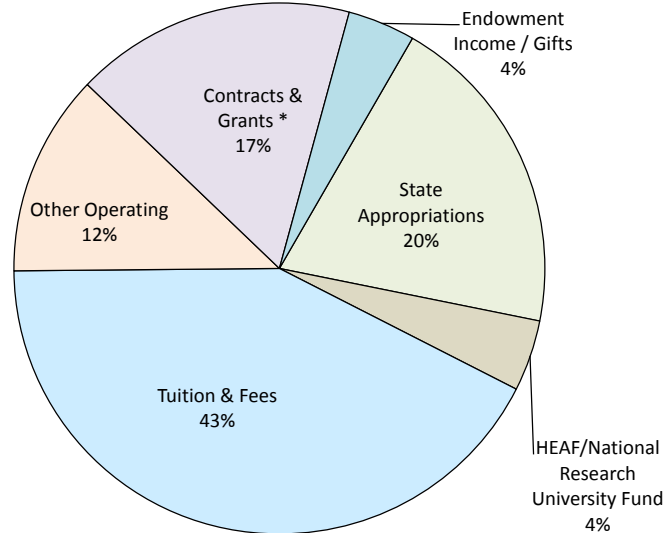
Total Budget

	\$ Millions
Operating Budget	\$ 1,341.8
Capital Facilities	223.5
Total	\$ 1,565.3

1.1

FY2015

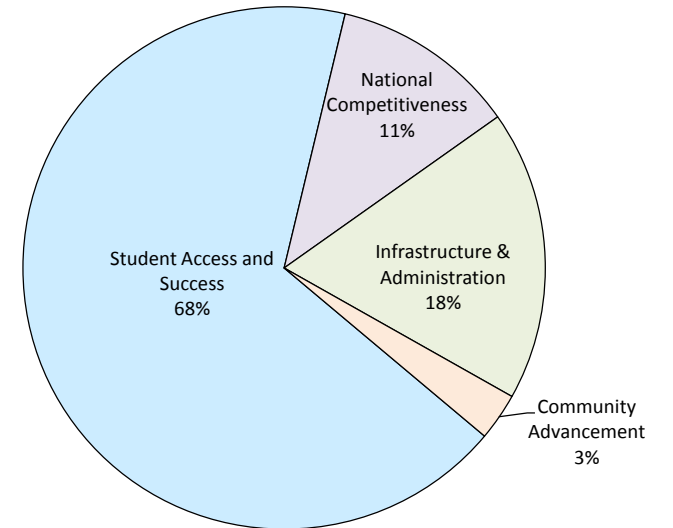
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,388.0 Million

Operating Budget Use of Funds



Total \$1,388.0 Million

Total Budget

	\$ Millions
Operating Budget	\$ 1,388.0
Capital Facilities	174.7
Total	\$ 1,562.7

University of Houston System Capital Construction Budget
FY2015 Project Expenditures by Campus

UH Capital Projects FY2015	
Description	FY2015
Multi-Disciplinary Research & Engineering Bldg	30,038,640
Health & Bio Science 2 - Core & Shell	25,266,319
Capital Renewal Deferred Maintenance	14,330,000
University Center Transformation	13,557,896
Basketball Practice Facility	13,190,464
New Football Stadium	10,000,000
Cougar Sub Station Project	9,000,000
Energy Research Park - Building 1A	6,522,366
Energy Research Park - Building 5	6,500,000
CRWC Natatorium Renovations	6,221,773
Health & Bio Science 1 - 4th Floor Build-out	4,822,910
Science Teaching Lab - 4th Floor Build-out	3,898,901
Energy Research Park - Bldg. 4 (Innovation Cntr)	1,270,000
Energy Research Park - Building 8	1,061,420
Grove Renovations	626,713
Energy Research Park - Bldg. 4 (NCALM)	570,893
Central Utility Plant Expansion	100,000
Total	146,978,295

UH-Clear Lake Capital Projects FY2015	
Description	FY2015
Modular Building	1,600,000
Parking Lot/Roadway Maintenance	405,322
Renovations for Downward Expansion	150,000
Total	2,155,322

UH-Downtown Capital Projects FY2015	
Description	FY2015
Girard Parking Garage & Welcome Center Project	15,203,000
Capital Renewal Deferred Maintenance	450,000
AHU/DDC Controls	200,000
Other Renovations	332,270
OMB South Tower Roof Refurbishing	300,000
Total	16,485,270

UH-Victoria Capital Projects FY2015	
Description	FY2015
Academic/Economic Development Building	5,796,104
Sophomore Housing	2,500,000
Demolition of Two Apartment Complexes	750,000
Total	9,046,104

Total University of Houston System	174,664,991
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System Capital Projects Allocation	
Campus	% of Total
University of Houston	84%
UH-Clear Lake	1%
UH-Downtown	10%
UH-Victoria	5%
Total	100%

1.2

University of Houston System Operating Budget
Revenues FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 State Appropriations *	\$ 274.4	\$ 261.6	\$ 259.5	\$ 275.8	\$ 275.4
2 HEAF/National Research University Fund	50.9	50.9	50.9	58.9	59.9
3 Tuition & Fees	484.0	516.1	540.1	560.9	587.9
4 Other Operating	135.4	146.8	132.9	154.7	170.8
5 Contracts & Grants **	244.9	196.3	278.7	237.1	237.2
6 Endowment Income / Gifts	60.1	59.2	72.2	54.4	56.8
7 Total	<u>\$ 1,249.7</u>	<u>\$ 1,230.9</u>	<u>\$ 1,334.3</u>	<u>\$ 1,341.8</u>	<u>\$ 1,388.0</u>

* Includes the move of debt service to UHSA beginning FY2012

** Includes Federal financial aid

University of Houston System Operating Budget
Expenditures FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 Student Access and Success	\$ 789.0	\$ 764.8	\$ 846.2	\$ 921.0	\$ 938.9
2 National Competitiveness	121.6	119.1	142.3	149.1	158.8
3 Infrastructure & Administration	178.3	189.2	185.6	233.8	249.5
4 Community Advancement	42.5	46.5	44.3	37.9	40.8
5 Total	<u>\$ 1,131.4</u>	<u>\$ 1,119.6</u>	<u>\$ 1,218.4</u>	<u>\$ 1,341.8</u>	<u>\$ 1,388.0</u>

1.4

**University of Houston System
FY2015 Operating Budget Expenditures by Function**

Expenditure Budget	A	B	C	D	E	F	G	H	I	J	K		L	
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2015	Total	FY 2014	Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 1,167,650	\$ 650	\$ 456,000	\$ -	\$ -	\$ 1,529,254	\$ 3,163,554		\$ 2,544,457	
2 Tenure Track Faculty	159,692,163	4,808,704	4,543,899	169,044,766	102,314	-	6,250	-	95,500	33,057	169,281,887		162,220,734	
3 Non-Tenure Track Faculty	31,408,162	8,416,616	2,100,222	41,925,000	301,571	-	9,500	-	-	-	42,236,071		44,732,532	
4 Adjunct Faculty	14,210,024	896,472	2,061,055	17,167,551	37,094	17,000	99,436	-	-	-	17,321,081		16,702,138	
5 Graduate Assistant	6,726,147	4,254,421	13,421,376	24,401,944	22,700	972,629	82,530	-	15,000	553,466	26,048,269		21,980,968	
6 Exempt Staff	17,274,122	30,237,987	72,350,106	119,862,215	11,332,075	19,956,065	51,074,582	5,041,736	24,257	25,529,543	232,820,473		225,546,709	
7 Non-Exempt Staff	5,052,719	2,760,347	13,161,274	20,974,340	2,863,726	4,699,645	12,309,129	13,912,135	-	6,497,180	61,256,155		57,733,886	
8 Student Employees	936,507	374,272	4,606,315	5,917,094	237,297	1,265,138	297,933	179,299	512,884	3,762,337	12,171,982		11,547,632	
9 Summer Instruction Salaries	6,916,652	6,759	397,950	7,321,361	480,000	-	-	-	-	-	7,801,361		9,338,259	
10 Benefits	46,196,999	9,303,218	25,579,982	81,080,199	4,514,209	8,647,486	24,778,726	7,858,097	18,062	7,997,954	134,894,733		127,272,830	
11 Subtotal	288,413,495	61,058,796	138,222,179	487,694,470	19,890,986	35,557,963	88,658,086	26,991,267	665,703	44,373,537	703,832,012		677,075,688	
12 Capital	833,888	13,801,863	10,884,588	25,520,339	550,100	698,706	7,120,162	957,671	-	1,174,200	36,021,178		34,948,730	
13 M&O	7,799,940	70,822,703	44,339,685	122,962,328	17,648,037	9,656,673	53,046,273	18,720,432	1,779,503	49,922,740	273,735,986		267,020,156	
14 Travel & Business Expense	3,648,343	6,308,016	8,610,489	18,566,848	970,609	1,380,453	1,640,457	42,860	85,062	5,176,564	27,862,853		24,608,484	
15 Debt Service	441,721	4,848,652	-	5,290,373	610,250	-	28,911,288	-	-	45,630,958	80,442,869		80,611,104	
16 Utilities	-	-	450,000	450,000	50,000	-	40,000	22,082,706	-	8,665,333	31,288,039		31,128,967	
17 Scholarship & Fellowship	796,571	1,957,810	4,267,553	7,021,934	10,000	102,196	782,860	-	222,060,554	1,672,796	231,650,340		223,844,128	
18 Subtotal	13,520,463	97,739,044	68,552,315	179,811,822	19,838,996	11,838,028	91,541,040	41,803,669	223,925,119	112,242,591	681,001,265		662,161,569	
19 Total Expenditure Budget	\$ 301,933,958	\$ 158,797,840	\$ 206,784,494	\$ 667,516,292	\$ 40,897,632	\$ 47,396,641	\$ 180,655,126	\$ 68,794,936	\$ 224,590,822	\$ 158,145,382	\$ 1,387,996,831		\$ 1,341,781,714	

Expenditures by Campus	A	B	C	D	E	F	G	H	I	J	K		L	
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2015	Total	FY2014	Total
20 System Admin	0	1,092,961	1,303,342	2,396,303	31,350	361,100	30,994,912	311,181	13,914	0	34,108,760		34,020,259	
21 University of Houston	190,312,593	148,416,354	148,904,300	487,633,247	36,059,550	26,187,180	127,312,933	45,477,760	153,201,474	140,295,898	1,016,168,042		981,458,693	
22 UH-Clear Lake	40,229,589	5,229,318	16,400,077	61,858,984	21,500	6,698,690	15,267,275	8,233,368	16,996,846	5,528,086	114,604,749		108,910,429	
23 UH-Downtown	41,367,829	3,754,832	27,182,372	72,305,033	3,330,808	5,172,348	20,180,516	6,969,326	44,631,255	8,306,182	160,895,468		158,311,957	
24 UH-Victoria	24,034,551	233,058	7,083,219	31,350,828	634,851	7,102,363	5,930,699	3,004,434	9,746,134	4,450,503	62,219,812		59,080,376	
25 Total	\$ 295,944,562	\$ 158,726,523	\$ 200,873,310	\$ 655,544,395	\$ 40,078,059	\$ 45,521,681	\$ 199,686,335	\$ 63,996,069	\$ 224,589,623	\$ 158,580,669	\$ 1,387,996,831		\$ 1,341,781,714	

1.5

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 2015 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ (261,488)
2	Tuition Revenue Bonds	6,523
3	State Matching Benefits	(20,886)
4	Estimated Rider Reductions	(138,325)
5	National Research University Fund (NRUF)	1,059,459
6	Subtotal General Revenue	<u>645,283</u>
Tuition and Fees		
7	Statutory/Premium Tuition	1,052,627
8	Consolidated Tuition and Fees	16,332,811
9	College Voluntary Fees	(604,031)
10	University Center Fees	(287,970)
11	Designated Tuition	8,922,040
12	Parking Fees	565,941
13	Residential Life and Housing	(2,196,524)
14	Recreation and Wellness Center	677,200
15	Academic Fees	23,181
16	Student Services Fee	1,172,483
17	Other Fees	905,491
18	Subtotal Tuition and Fees	<u>26,563,249</u>
Other		
19	Intellectual Property	2,000,000
20	Aux Admin/Endowment & Investment Interest	(201,238)
21	Fund Balance	2,158,984
22	Subtotal Other	<u>3,957,746</u>
23	Total Net Revenue	<u>\$ 31,166,278</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations & Fund Balance	(18,237,098)
2	Subtotal - Reallocations/Reductions	<u>\$ (18,237,098)</u>

<u>Priority/Initiative Allocations</u>		C
3	Priority 1. Student Access and Success	\$ 14,079,241
4	Priority 2. National Competitiveness	9,175,576
5	Priority 3. University Infrastructure & Administration	11,363,012
6	Priority 4. Community Advancement	435,200
7	Reallocations	14,350,347
8	Total Priority/Initiative Allocations	<u>\$ 49,403,376</u>
9	Total Net Reductions and New Allocations	<u>\$ 31,166,278</u>

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2013 Budget		Dollars	Percent	FY2014 Budget		Dollars	Percent	FY2015 Budget		Dollars	Percent	FY2015 Budget	
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	251.5	\$	24.4	9.7%	\$	275.8	\$	(0.5)	-0.2%	\$	275.4		
2 HEAF/NRUF		27.0		1.1	4.0%		28.0		(0.8)	-2.7%		27.3		
3 Tuition & Fees		530.4		30.5	5.8%		560.9		26.9	4.8%		587.9		
4 Other Operating		160.9		24.6	15.3%		185.5		18.0	9.7%		203.5		
5 Contracts & Grants		229.9		7.2	3.1%		237.1		0.1	0.0%		237.2		
6 Endowment Income/Gifts		47.9		6.5	13.5%		54.4		2.5	4.5%		56.8		
7 Total Sources	\$	1,247.5	\$	94.2	7.9%	\$	1,341.8	\$	46.2	3.4%	\$	1,388.0		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	221.7	\$	12.1	5.4%	\$	233.8	\$	5.6	2.4%	\$	239.3		
9 Salaries and Wages - Staff		305.0		11.0	3.6%		316.0		13.6	4.3%		329.6		
10 Benefits		123.2		4.0	3.3%		127.3		7.6	6.0%		134.9		
11 M&O		245.7		48.5	19.7%		294.2		7.1	2.4%		301.3		
12 Capital		43.2		(8.3)	-19.2%		34.9		1.1	3.1%		36.0		
13 Scholarships		207.0		16.8	8.1%		223.8		11.3	5.0%		235.1		
14 Debt Service		70.3		10.3	14.7%		80.6		(0.2)	-0.2%		80.4		
15 Utilities		31.4		(0.3)	-0.8%		31.1		0.2	0.5%		31.3		
17 Total Uses	\$	1,247.5	\$	94.2	7.9%	\$	1,341.8	\$	46.2	3.4%	\$	1,388.0		
<u>Capital Facilities Budget</u>														
Source of Funds														
18 HEAF	\$	32.2	\$	(1.3)	-4.1%	\$	30.9	\$	1.8	5.9%	\$	32.7		
19 Bonds		154.3		(6.0)	-3.9%		148.3		(79.1)	-53.3%		69.2		
20 Gifts		28.5		(6.2)	-21.6%		22.4		1.5	6.5%		23.8		
21 Other		32.2		(10.2)	-31.8%		21.9		7.2	33.0%		29.2		
21 HEAF Fund Balance									19.8	na		19.8		
22 Total Sources	\$	247.2	\$	(23.7)	-10.0%	\$	223.5	\$	(48.8)	-21.8%	\$	174.7		
Use of Funds by Object														
23 Construction	\$	207.4	\$	(32.5)	-15.7%	\$	174.9	\$	(64.2)	-36.7%	\$	110.7		
24 Major Rehabilitation		39.8		8.8	22.0%		48.6		15.4	31.7%		64.0		
26 Total Uses	\$	247.2	\$	(23.7)	-10.0%	\$	223.5	\$	(48.8)	-21.8%	\$	174.7		
<u>Total Operating, Restricted and Capital Budget</u>														
27	\$	1,494.7	\$	70.5	5.2%	\$	1,565.3	\$	(2.6)	-0.2%	\$	1,562.7		

University of Houston System Combined
Table 2 - Operations

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 191,322,515	\$ (261,488)	-0.1%	\$ 191,061,027
Special Items	15,554,746			15,554,746
National Research University Fund	7,967,541	1,059,459	13.3%	9,027,000
Less: Rider Reduction Estimates	(2,952,864)	(146,325)	5.0%	(3,099,189)
Tuition Revenue Bonds	22,467,172	6,523	0.0%	22,473,695
State Benefits Appropriation	49,357,289	(73,786)	-0.1%	49,283,503
Dedicated Appropriations	79,595			79,595
Subtotal State General Revenue Appropriations	283,795,994	584,383	0.2%	284,380,377
Tuition and Fees				
Consolidated Tuition & Fees	64,310,234			64,310,234
Statutory Tuition	40,354,761	604,833	1.5%	40,959,594
Lab/other Student Fees	93,584	5,670	6.1%	99,254
Subtotal Tuition and Fees	104,758,579	610,503	0.6%	105,369,082
HEAF	50,929,094			50,929,094
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	4,223,000	(150,000)	-3.6%	4,073,000
Income on State Treasury Deposits	171,442	(19,716)	-11.5%	151,726
Fund Balance	1,971,130	229,565	11.6%	2,200,695
Subtotal General Funds	447,088,148	1,254,735	0.3%	448,342,883
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	357,909,398	24,776,967	6.9%	382,686,365
Voluntary Fees	20,434,208	(604,031)	-3.0%	19,830,177
Library Fee	3,217,738	(1,242,766)	-38.6%	1,974,972
Technology Fee	9,463,522	(2,381,931)	-25.2%	7,081,591
Information Resource Fee		4,002,594	na	4,002,594
Major/Department/Class Fees	13,179,015	155,905	1.2%	13,334,920
Subtotal Tuition and Fees	404,203,881	24,706,738	6.1%	428,910,619
Indirect Cost	15,226,436	2,208,935	14.5%	17,435,371
Investment Income on Non-Endowed Funds	2,082,152	34,636	1.7%	2,116,788
Endowment Income	7,633,756	1,741,813	22.8%	9,375,569
Contracts / Grants / Gifts	1,753,896	(89)	0.0%	1,753,807
Intellectual Property Management	16,000,000	2,000,000	12.5%	18,000,000
Self Supporting Organizations/Others	31,455,555	8,430,736	26.8%	39,886,291
Fund Balance	2,752,850	2,063,767	75.0%	4,816,617
Subtotal Designated Funds	481,108,526	41,186,536	8.6%	522,295,062
Auxiliary Enterprises				
Student Fees				
Student Service Fee	30,168,008	1,274,629	4.2%	31,442,637
Recreation and Wellness Center	8,297,934	660,962	8.0%	8,958,896
University Center Fee	12,656,064	(287,970)	-2.3%	12,368,094
Other Student Fees	852,833	(32,949)	-3.9%	819,884
Subtotal Student Fees	51,974,839	1,614,672	3.1%	53,589,511
Sales & Service - Student Housing	41,048,739	(1,729,163)	-4.2%	39,319,576
Sales & Service - Parking	15,679,917	364,217	2.3%	16,044,134
Sales & Service - Athletics/Hotel/UC/Other	48,622,464	1,158,782	2.4%	49,781,246
Fund Balance	404,732	111,193	27.5%	515,925
Subtotal Auxiliary Funds	157,730,691	1,519,701	1.0%	159,250,392
Total Current Operating Funds	1,085,927,365	43,960,972	4.0%	1,129,888,337
Interfund Transfer	(32,622,269)	(179,269)	0.5%	(32,801,538)
Total Sources	\$ 1,053,305,096	\$ 43,781,703	4.2%	\$ 1,097,086,799
Use of Funds by Object				
Salaries and Wages	\$ 503,312,271	\$ 18,890,611	3.8%	\$ 522,202,882
Benefits	120,394,342	5,063,520	4.2%	125,457,862
M&O	219,184,224	5,000,273	2.3%	224,184,497
Capital	27,472,169	2,357,626	8.6%	29,829,795
Scholarships	71,811,518	12,921,248	18.0%	84,732,766
Debt Service	57,534,433	21,856,465	38.0%	79,390,898
Utilities	53,596,139	(22,308,040)	-41.6%	31,288,099
Total Uses	\$ 1,053,305,096	\$ 43,781,703	4.2%	\$ 1,097,086,799

University of Houston System Combined
Table 3 - Restricted

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 97,269,890	\$ 2,449,478	2.5%	\$ 99,719,368
Financial Aid	136,136,562	(2,383,448)	-1.8%	133,753,114
Houston Public Media	2,145,342			2,145,342
Gifts	36,396,527	(96,252)	-0.3%	36,300,275
Endowment Income	12,040,171	2,545,830	21.1%	14,586,001
Other Restricted	4,278,896	(88,945)	-2.1%	4,189,951
Total Current Operating Funds	288,267,388	2,426,663	0.8%	290,694,051
Interfund Transfer	209,230	6,751	3.2%	215,981
Total Sources	\$ 288,476,618	\$ 2,433,414	0.8%	\$ 290,910,032
Use of Funds by Object				
Salaries and Wages	\$ 46,490,587	\$ 243,810	0.5%	\$ 46,734,397
Benefits	6,878,488	2,558,383	37.2%	9,436,871
M&O	75,002,092	2,092,727	2.8%	77,094,819
Capital	7,476,561	(1,285,178)	-17.2%	6,191,383
Scholarships	152,019,390	(1,618,799)	-1.1%	150,400,591
Debt Service	609,500	442,471	72.6%	1,051,971
Total Uses	\$ 288,476,618	\$ 2,433,414	0.8%	\$ 290,910,032

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

Employee Classification	FY2014 Budget	-----Change-----		FY2015 Budget
		FTE	Percent	
Faculty	1,801	59	3%	1,860
Part-time Faculty	1,335	12	1%	1,347
Professional Staff	3,081	61	2%	3,142
Classified Staff	1,957	18	1%	1,975
Temporary Staff	1,040	39	4%	1,079
Total	9,214	189	2%	9,403

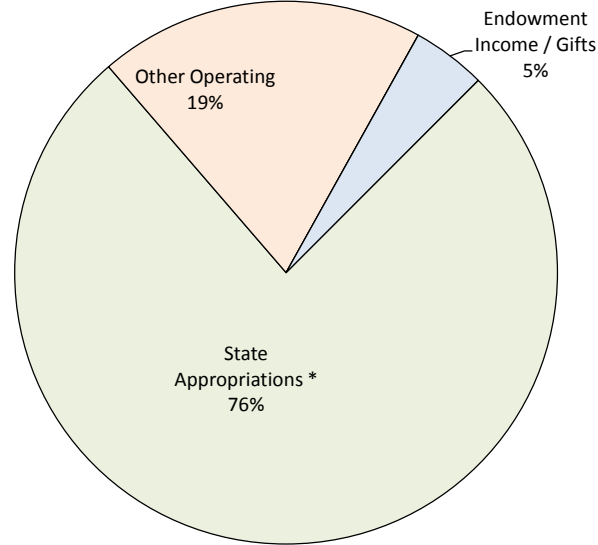
University of Houston System Combined
Table 6 - Student Credit Hours, Headcount, and FTE

	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014 Budget	FY2015 Budget	FY15 vs FY14 \$ Change
Semester Credit Hours						
Lower Division	591,239	598,562	615,542	615,345	605,935	(9,410)
Upper Division	625,032	649,581	661,845	670,684	681,493	10,809
Masters	182,215	180,218	173,879	179,062	174,459	(4,603)
Doctoral	25,893	27,504	26,186	28,457	27,059	(1,398)
Special Professional	58,348	56,235	54,523	54,915	53,788	(1,127)
Total	<u>1,482,727</u>	<u>1,512,100</u>	<u>1,531,975</u>	<u>1,548,463</u>	<u>1,542,734</u>	<u>(5,729)</u>
Semester Credit Hours-On/Off Campus						
On Campus	1,145,564	1,130,880	1,128,235	1,160,122	1,138,350	(21,772)
Off Campus	337,163	381,220	403,740	388,341	404,384	16,043
Total	<u>1,482,727</u>	<u>1,512,100</u>	<u>1,531,975</u>	<u>1,548,463</u>	<u>1,542,734</u>	<u>(5,729)</u>
Fall Headcount	63,846	65,253	67,150	67,542	66,509	(1,033)
Fall FTE	47,543	48,958	50,222	50,315	50,046	(269)

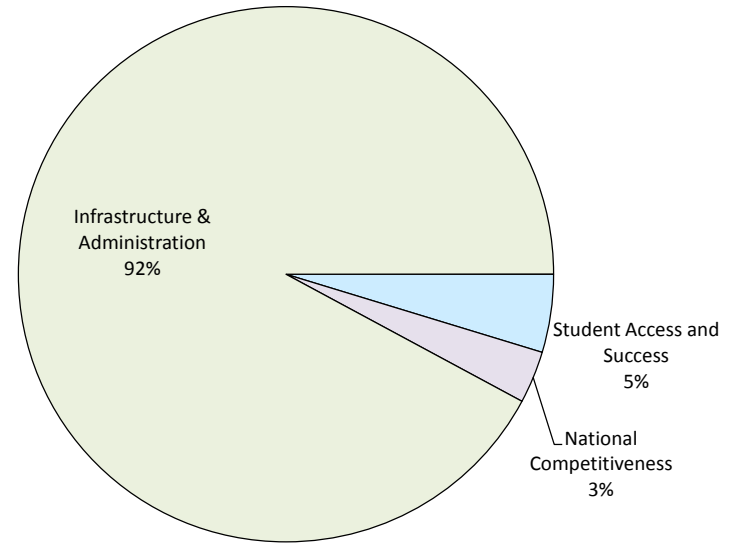
University of Houston System Administration Budget

FY2014

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 34.0
Capital Facilities	-
Total	\$ 34.0

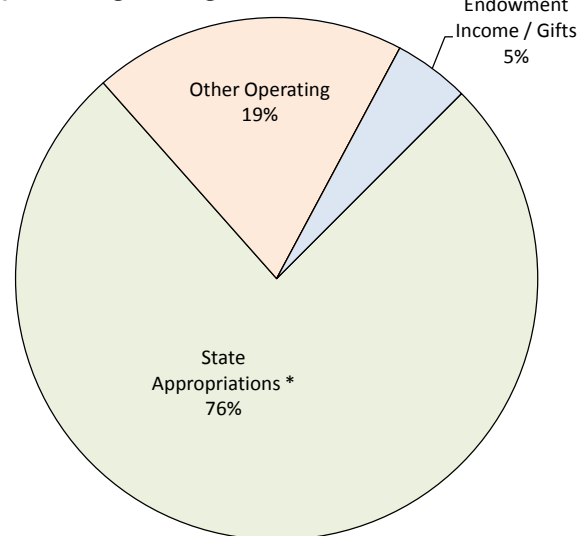
* Includes the move of debt service to UHSA Total \$34.0 Million

Total \$34.0 Million

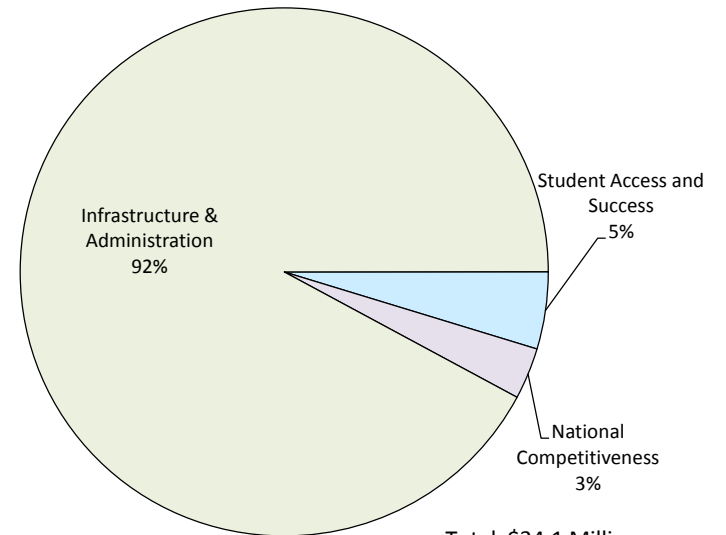
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FY2015

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 34.1
Capital Facilities	-
Total	\$ 34.1

* Includes the move of debt service to UHSA Total \$34.1 Million

Total \$34.1 Million

University of Houston System Administration Operating Budget
Revenues FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 State Appropriations *	\$ 4.0	\$ 27.5	\$ 27.1	\$ 25.9	\$ 25.9
2 Other Operating	1.7	9.5	8.5	6.6	6.6
3 Contracts & Grants	-	-	1.5	-	-
4 Endowment Income / Gifts	5.1	3.5	4.0	1.5	1.6
5 Total	<u>\$ 10.8</u>	<u>\$ 40.5</u>	<u>\$ 41.1</u>	<u>\$ 34.0</u>	<u>\$ 34.1</u>

* Includes the move of debt service to UHSA beginning FY2012

University of Houston System Administration Operating Budget
Expenditures FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 Student Access and Success	\$ 5.0	\$ 5.4	\$ 1.7	\$ 1.6	\$ 1.7
2 National Competitiveness	1.1	0.9	0.9	1.1	1.1
3 Infrastructure & Administration *	8.3	32.9	31.8	31.3	31.3
4 Community Advancement	0.1	0.1	0.1	0.0	0.0
5 Total	<u>\$ 14.5</u>	<u>\$ 39.3</u>	<u>\$ 34.5</u>	<u>\$ 34.0</u>	<u>\$ 34.1</u>

* Includes the move of debt service to UHSA beginning FY2012

**University of Houston System Administration
FY 2015 Operating Budget Expenditures by Function**

Budget Node Description	A	B	C	D	E	F	G	H	I	J	K		L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2015	Total	FY2014 Total
1 Exempt Staff	\$ -	\$ 322,401	\$ 779,422	\$ 1,101,823	\$ -	\$ 300,000	\$ 5,492,016	\$ 11,274	\$ -	\$ -	\$ 6,905,113		\$ 6,793,961
2 Non-Exempt Staff			76,564	76,564			46,437	93,523			216,524		247,733
3 Student Employees				-			8,000				8,000		8,000
4 Benefits		49,000	173,948	222,948		51,500	1,308,342	63,800			1,646,590		1,658,023
5 Subtotal	-	371,401	1,029,934	1,401,335	-	351,500	6,854,795	168,597	-	-	8,776,227		8,707,717
6 Capital				-			-				-		15,000
7 M&O		721,560	250,622	972,182	31,350	9,600	1,514,310	142,584			2,670,026		2,620,038
8 Travel & Business Expense			22,786	22,786			152,112				174,898		197,112
9 Debt Service				-			22,473,695				22,473,695		22,467,172
10 Scholarship & Fellowship				-					13,914		13,914		13,220
11 Subtotal	-	721,560	273,408	994,968	31,350	9,600	24,140,117	142,584	13,914	-	25,332,533		25,312,542
12 Total Expenditure Budget	\$ -	\$ 1,092,961	\$ 1,303,342	\$ 2,396,303	\$ 31,350	\$ 361,100	\$ 30,994,912	\$ 311,181	\$ 13,914	\$ -	\$ 34,108,760		\$ 34,020,259

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University of Houston System Administration
Appendix A - Allocation of New FY 2015 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	Tuition Revenue Bonds	\$ 6,523
2	Subtotal General Revenue	6,523
 Other		
3	Other/Endow Inc, Service Charge	81,978
4	Total Net Revenue	<u><u>\$ 88,501</u></u>

<u>Reallocations/Reductions</u>		B
1	Division and College Reallocations	\$ (757,996)
2	Subtotal - Reallocations	<u><u>\$ (757,996)</u></u>

<u>Priority/Initiative Allocations</u>		C
Priority 3. University Infrastructure & Administration		
1	Staff Retention & Benefits	\$ 81,978
2	Tuition Revenue Bond Debt Service	6,523
3	Subtotal - University Infrastructure & Administration	88,501
4	Reallocations	757,996
5	Total Priority/Initiative Allocations	<u><u>\$ 846,497</u></u>

6	Total Net Reductions and New Allocations	<u><u>\$ 88,501</u></u>
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University of Houston - System Administration
Table 1 - Sources & Uses
(\$ in Millions)

	A	B	C	D	E	F	G
	Historical	-----Change-----		Current	-----Change-----		New
	FY2013 Budget	Dollars	Percent	FY2014 Budget	Dollars	Percent	FY2015 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 26.8	\$ (0.9)	-3.4%	\$ 25.9	\$ 0.0	0.0%	\$ 25.9
4 Other Operating	6.1	0.6	9.1%	6.6	(0.0)	-0.2%	6.6
6 Endowment Income/Gifts	1.0	0.5	50.5%	1.5	0.1	6.0%	1.6
7 Total Sources	\$ 33.9	\$ 0.1	0.4%	\$ 34.0	\$ 0.1	0.3%	\$ 34.1
Use of Funds by Object							
8 Salaries and Wages - Staff	\$ 6.9	\$ 0.1	2.4%	\$ 7.1	\$ 0.1	1.1%	\$ 7.1
10 Benefits	1.3	0.3	26.5%	1.7	(0.0)	-0.6%	1.7
11 M&O	1.9	0.9	47.3%	2.8	0.0	1.1%	2.9
12 Capital Equipment	-	-	0.0%	-	-	0.0%	-
14 Debt Service	23.7	(1.2)	-5.1%	22.5	-	0.0%	22.5
17 Total Uses	\$ 33.9	\$ 0.1	0.4%	\$ 34.0	\$ 0.1	0.3%	\$ 34.1
<u>Total Operating, Restricted and Capital Budget</u>							
27	\$ 33.9	\$ 0.1	0.4%	\$ 34.0	\$ 0.1	0.3%	\$ 34.1

University of Houston-System Administration
Table 2 - Operations

Source of Funds	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 1,425,000			\$ 1,425,000
Special Items	711,961			711,961
Less: Rider Reduction Estimates	(70,000)			(70,000)
Tuition Revenue Bonds	22,467,172	6,523	0.0%	22,473,695
State Benefits Appropriation	1,377,324			1,377,324
Subtotal State General Revenue Appropriations	25,911,457	6,523	0.0%	25,917,980
Designated				
Investment Income on Non-Endowed Funds	12,975	2,385	18.4%	15,360
Endowment Income	1,438,174	88,431	6.1%	1,526,605
Service Charge	7,029,777	(584,658)	-8.3%	6,445,119
Fund Balance	(426,779)	573,842	-134.5%	147,063
Subtotal Designated Funds	8,054,147	80,000	1.0%	8,134,147
Total Current Operating Funds	33,965,604	86,523	0.3%	34,052,127
Total Sources	\$ 33,965,604	\$ 86,523	0.3%	\$ 34,052,127
Use of Funds by Object				
Salaries and Wages	\$ 7,049,694	\$ 79,943	1.1%	\$ 7,129,637
Benefits	1,658,023	(11,433)	-0.7%	1,646,590
M&O	2,775,715	26,490	1.0%	2,802,205
Capital	15,000	(15,000)	-100.0%	
Debt Service	22,467,172	6,523	0.0%	22,473,695
Total Uses	\$ 33,965,604	\$ 86,523	0.3%	\$ 34,052,127

University of Houston-System Administration
Table 3 - Restricted

	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Endowment Income	\$ 54,655	\$ 1,978	3.6%	\$ 56,633
Total Current Operating Funds	54,655	1,978	3.6%	56,633
Total Sources	<u>\$ 54,655</u>	<u>\$ 1,978</u>	<u>3.6%</u>	<u>\$ 56,633</u>
Use of Funds by Object				
M&O	54,655	1,978	3.6%	56,633
Total Uses	<u>\$ 54,655</u>	<u>\$ 1,978</u>	<u>3.6%</u>	<u>\$ 56,633</u>

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

Employee Classification	FY2014 Budget	-----Change-----		FY2015 Budget
		FTE	Percent	
Professional Staff	60	-	0.0%	60
Classified Staff	10	-	0.0%	10
Total	70	-	0.0%	70

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

	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
Regents	\$ 250,120			\$ 250,120
Chancellor	1,854,228			1,854,228
Academic Affairs	1,031,470			1,031,470
Student Affairs	229,600	80,000	34.8%	309,600
Research	332,000			332,000
Administration and Finance	998,498			998,498
University Advancement	418,890			418,890
Governmental Relations	884,067			884,067
General Counsel	1,153,700			1,153,700
Auditing	1,075,425			1,075,425
Staff Benefits	1,694,324			1,694,324
Subtotal Operations	9,922,322	80,000	0.8%	10,002,322
NASA Programs	711,961			711,961
Other Uses				
Transfer to UH for Charter School	106,153			106,153
Debt Service	22,467,172	6,523	0.0%	22,473,695
Institutional Reserve	757,996			757,996
Total Uses	\$ 33,965,604	\$ 86,523	0.3%	\$ 34,052,127

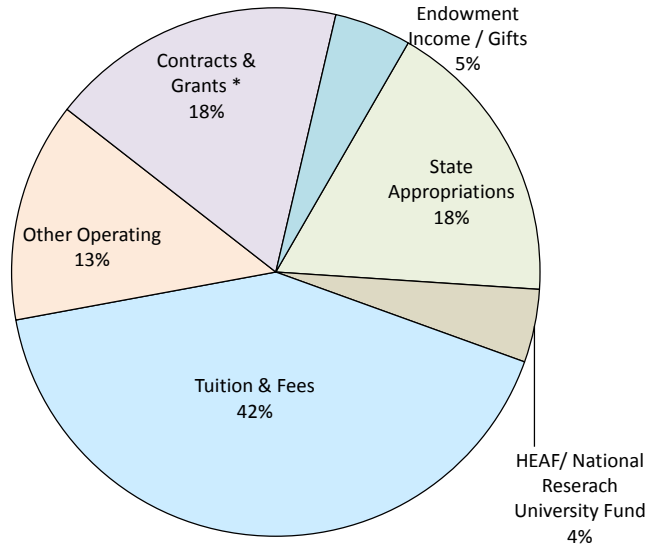
University of Houston-System Administration
Note to Table 3: Operations Expenditures By Organization

	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
Use of Funds by Organization				
Academic Affairs	\$ 54,655	\$ 1,978	3.6%	\$ 56,633
Total Uses	\$ 54,655	\$ 1,978	3.6%	\$ 56,633

University of Houston Budget

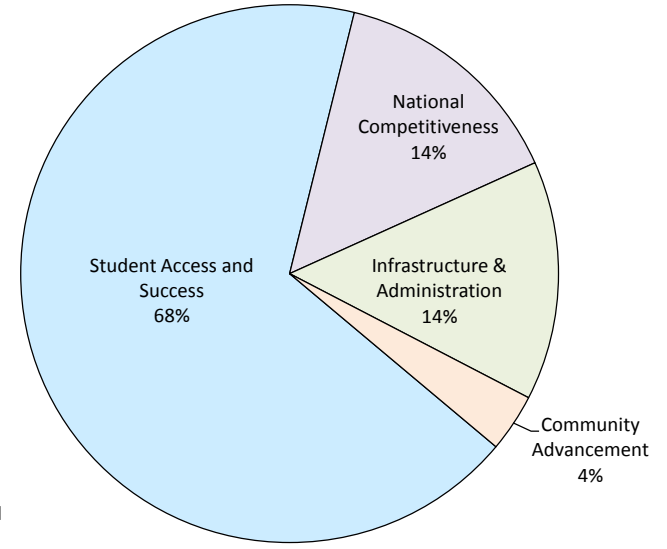
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$981.5 Million

Operating Budget Use of Funds



Total \$981.5 Million

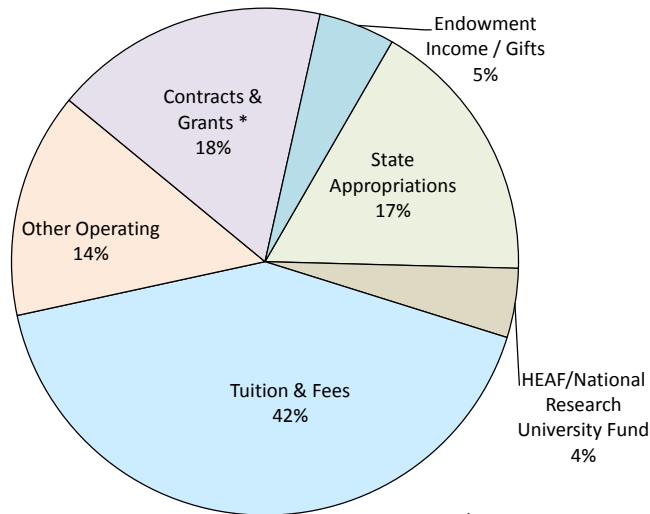
Total Budget

	\$ Millions
Operating Budget	\$ 981.5
Capital Facilities	193.0
Total	\$ 1,174.5

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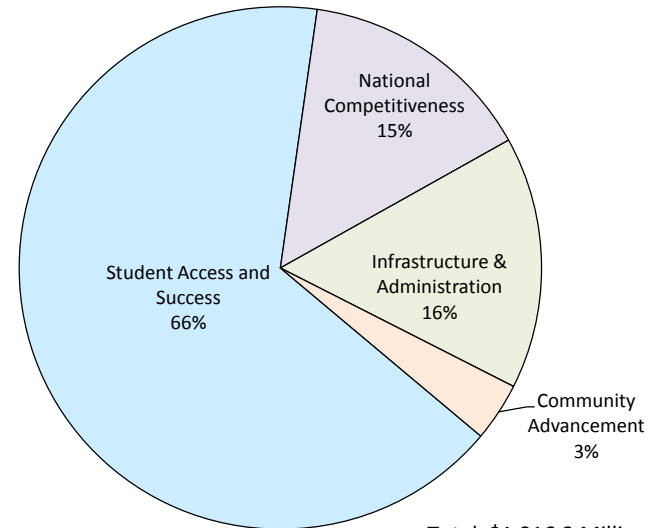
FY2015

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$1,016.2 Million

Operating Budget Use of Funds



Total \$1,016.2 Million

Total Budget

	\$ Millions
Operating Budget	\$ 1,016.2
Capital Facilities	147.0
Total	\$ 1,163.2

University of Houston Operating Budget
Revenues FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 State Appropriations *	\$ 182.4	\$ 155.1	\$ 161.8	\$ 173.9	\$ 173.6
2 HEAF/National Research University Fund	35.9	43.8	35.9	43.9	44.9
3 Tuition & Fees	356.3	381.5	398.7	407.9	424.4
4 Other Operating	113.4	124.8	112.2	132.0	146.0
5 Contracts & Grants **	183.5	138.3	219.6	177.9	178.1
6 Endowment Income / Gifts	51.5	52.8	63.1	45.9	49.2
7 Total	<u>\$ 923.0</u>	<u>\$ 896.3</u>	<u>\$ 991.3</u>	<u>\$ 981.5</u>	<u>\$ 1,016.2</u>

* Includes the move of debt service to UHSA beginning FY2012

** Includes Federal financial aid

University of Houston Operating Budget
Expenditures FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 Student Access and Success	\$ 575.5	\$ 544.5	\$ 613.9	\$ 665.1	\$ 672.2
2 National Competitiveness	116.1	114.6	137.9	141.1	148.5
3 Infrastructure & Administration	108.7	105.4	99.1	141.2	158.6
4 Community Advancement	39.3	40.5	38.9	34.2	36.9
5 Total	<u>\$ 839.6</u>	<u>\$ 805.0</u>	<u>\$ 889.8</u>	<u>\$ 981.5</u>	<u>\$ 1,016.2</u>

**University of Houston
FY2015 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2015 Total	FY 2014 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 1,167,650	\$ 650	\$ -	\$ -	\$ -	\$ 1,517,254	\$ 2,695,554	\$ 2,033,329
2 Tenure Track Faculty	110,332,922	4,808,704	4,253,981	119,395,607	102,314	-	6,250	-	95,500	-	119,599,671	114,742,557
3 Non-Tenure Track Faculty	24,384,517	8,416,616	1,878,482	34,679,615	288,716	-	9,500	-	-	-	34,977,831	37,254,487
4 Adjunct Faculty	7,075,267	896,472	1,931,162	9,902,901	37,094	17,000	-	-	-	-	9,956,995	10,451,550
5 Graduate Assistant	6,028,195	4,254,421	13,388,776	23,671,392	22,700	944,213	82,530	-	15,000	553,466	25,289,301	21,362,416
6 Exempt Staff	11,608,607	27,426,453	55,594,450	94,629,510	10,109,046	12,587,320	30,706,004	3,522,850	24,257	21,167,296	172,746,283	168,785,274
7 Non-Exempt Staff	2,570,462	2,696,344	7,109,130	12,375,936	2,420,578	2,429,552	5,759,839	10,288,066	-	4,749,856	38,023,827	36,146,006
8 Student Employees	582,813	372,852	3,893,628	4,849,293	162,500	817,954	147,200	172,061	25,014	3,203,681	9,377,703	8,995,609
9 Summer Instruction Salaries	1,067,154	6,759	397,950	1,471,863	480,000	-	-	-	-	-	1,951,863	3,697,536
10 Benefits	27,829,515	8,674,142	19,071,260	55,574,917	4,015,235	5,526,619	17,017,455	6,049,667	18,016	6,258,699	94,460,608	89,053,483
11 Subtotal	191,479,452	57,552,763	107,518,819	356,551,034	17,638,183	22,322,658	53,728,778	20,032,644	177,787	35,932,998	506,384,082	490,488,918
12 Capital	429,638	13,780,363	3,581,767	17,791,768	550,100	34,000	3,488,735	268,429	-	1,135,000	23,268,032	23,090,295
13 M&O	123,240	64,090,304	31,154,640	95,368,184	15,995,885	4,534,937	43,165,338	12,377,499	1,404,503	43,760,460	216,606,806	210,395,848
14 Travel & Business Expense	3,031,367	6,257,779	7,832,705	17,121,851	857,055	1,138,126	983,705	29,550	85,062	4,814,641	25,029,990	21,902,784
15 Debt Service	441,721	4,848,652	-	5,290,373	610,250	-	6,344,668	-	-	43,086,749	55,332,040	55,486,735
16 Utilities	-	-	450,000	450,000	50,000	-	40,000	17,568,505	-	7,940,713	26,049,218	26,171,036
17 Scholarship & Fellowship	796,571	1,957,810	4,267,553	7,021,934	10,000	31,769	530,500	-	151,535,321	1,672,796	160,802,320	151,889,748
18 Subtotal	4,822,537	90,934,908	47,286,665	143,044,110	18,073,290	5,738,832	54,552,946	30,243,983	153,024,886	102,410,359	507,088,406	488,936,446
19 Total Expenditure Budget	\$ 196,301,989	\$ 148,487,671	\$ 154,815,484	\$ 499,605,144	\$ 36,879,123	\$ 28,062,140	\$ 108,281,724	\$ 50,276,627	\$ 153,202,673	\$ 139,860,611	\$ 1,016,168,042	\$ 981,458,693

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University of Houston Mission and Goals

UH Mission

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

UH Goals

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

University Priorities

In recent years, the University of Houston has launched an extraordinarily ambitious agenda that will both propel the institution into the highest ranks of universities nationwide and significantly extend its impact in the Houston metropolitan area. In short, we are pursuing several transformative initiatives at once: (1) the creation of a health science center, (2) expanding the university's footprint in energy and the arts, (3) transitioning the Sugar Land campus into an exclusively UH operation, and (4) transferring the UH-Victoria nursing program to UH.

In addition to these initiatives, the university must continue to invest in its existing programs and services in order to make progress on its goals of national competitiveness and student success. In particular, we must fund new faculty positions in areas of research strength and high instructional demand, and we must provide the financial and academic support needed to recruit Tier One quality students and ensure they graduate in a timely manner.

The resources needed to make these initiatives successful in the coming years will be substantial and not easy to secure. For the first time in several years, UH experienced a slight decrease in enrollment this year, which, if not reversed, will have a negative impact on tuition and fee revenue next year and state funding beginning in FY 2016. Compounding this issue is the Legislature's plan to base part of state appropriations during the next biennium on student completion rather than enrollment (outcomes-based funding), which may place UH at a competitive disadvantage if its six-year graduation rate and other student completion measures are not improved relative to other universities.

In response to these challenges, the University of Houston has launched UH in 4, an initiative that includes a four-year flat-tuition option and other pricing strategies that encourage students to maximize their credit hours so that they graduate in four years. Specifically, students must complete 30 credit hours per year to remain eligible for flat tuition. If successful, the UH in 4 initiative will positively impact the university in multiple ways. By increasing the number of credit hours earned by students each year, the university will generate more tuition and fee dollars, speed time to degree (thereby improving graduation rates), and position itself for success when state outcomes-based funding is implemented in FY 2016.

With respect to national competitiveness, perhaps the most significant challenge facing the university is the availability of research space on campus. Our annual commitment to increasing the number of faculty at UH – and thereby increasing our research and scholarly productivity – is limited by the availability of lab space on campus and the resources needed to equip it. To meet these needs several major capital projects are underway: Build-out of the Health & Biomedical Sciences Building I, renovations at the Energy Research Park, and planned construction of the Multidisciplinary Research & Engineering Building and Health & Biomedical Sciences Building II, all of which are essential to the university's progress as a Tier One research institution.

The FY15 Plan and Budget has been developed within this context. In total, the University of Houston will invest \$17.8 million in new resources and \$35.9 million in HEAF (Higher Education Assistance Funds) in initiatives that (1) provide students with the financial resources and other support they need to succeed; (2) build a faculty and staff that perform at Tier One levels of excellence; and (3) develop a campus environment that facilitates achievement of the university's goals. Specifically, resources will be applied in the following ways:

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Success	\$4,081,868	\$0	\$4,081,868
National Competitiveness	8,279,143	0	8,279,143
University Infrastructure and Administration	5,398,261	\$35,885,768	41,284,029
Total	\$17,759,272	\$35,885,768	\$53,645,040

Budget Reallocation Contingency Planning

The enrollment and semester credit hour losses sustained this year have led the University of Houston to be more cautious in terms of allocating resources to institutional priorities. Specifically, planned FY14 initiatives valued at \$13.6 million were funded on a one-time basis with institutional reserves rather than permanently base-funded as originally intended. These initiatives will be base-funded in FY 2015 to the extent that enrollment and revenue recover. Otherwise, permanent reallocations will be needed.

In addition, as part of the planning process for FY 2015, the UH colleges experiencing enrollment losses this year were required to develop contingency plans for lost revenue. In total, \$1,583,969 has been identified for reallocation. The extent to which these plans are implemented next year will depend upon the extent to which enrollment recovers next year.

Priority 1. Student Success

Context

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

	2013 Report	2014 Report
Total Enrollment	40,747	39,540
Total Degrees Awarded	8,242	8,590
Freshman 1-year Retention Rate	83%	85%
Freshman 6-year Graduation Rate	46%	48%
Course Completion Rate	95%	97%
Freshman Acceptance Rate	56%	58%
Freshman Median SAT	1130	1140

Improvements in student success at UH have been facilitated by the university's annual commitment to implementing new initiatives that support student enrollment, persistence and graduation. These include increasing scholarships, expanding course offerings, enhancing student support staff (e.g., recruiters, advisers), improving the curriculum, and more rigorous admissions standards for freshmen.

During the current year, the university has been planning three major initiatives designed to enhance student persistence and graduation. First is UH in 4, through which incoming freshmen will be guaranteed a flat tuition rate for four years as long as they earn 30 credit hours per year. UH in 4 will be available for students beginning in the fall 2014 semester. As discussed earlier, UH in 4 is essential not only for improving student success measures but for optimizing revenue generation at the university. Second, is the Foundations of Excellence program, through which UH is engaging in an in-depth assessment of how we deliver instruction, provide support services, and otherwise engage students during the freshman year. The results of this process will lead to the establishment of a comprehensive first-year experience program for freshmen in the coming years. Third, is Guided Pathways to Success (GPS), a partnership between UH, Complete College America, and regional community colleges. Through the GPS program, community college students are supported in making informed decisions about coursework that leads to a UH degree, in order to minimize excess credit hours accumulated by transfer students. It is expected that each of these programs will have a significant positive impact on student retention, graduation, learning, and time to degree.

In addition to student success at the undergraduate level, UH continues to make progress at the graduate level. Over the past five years, for example, doctoral enrollment has increased by 25 percent (from 1,647 to 2,061). Consistent long-term growth in graduate enrollment will enable UH to achieve its goal of a student body that is 25% graduate (up from 20% today). To further advance the university's excellence in graduate education, the UH Graduate School was launched this year. As it develops, the Graduate School will play an increasingly important role in the recruitment, admissions, support and graduation of a Tier One graduate student body.

FY 2015 Budget Initiatives

- *Need-Based Financial Aid (\$683,878 New Resources)*
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. Specifically, \$683,878 will be invested in need-based scholarships for both undergraduate and graduate students in FY15.

- Graduate Tuition Fellowships & Stipends (\$1,000,000 New Resources)*
 Providing financial packages for doctoral students that are competitive with other Tier One universities is essential to the continued growth and quality of the university’s doctoral programs. To that end, UH will invest an additional \$1 million next year in the Graduate Tuition Fellowship program and stipends for graduate assistants.
- Off-Campus Program Expansion (\$1,000,000 New Resources)*
 In order to fully meet the higher education needs of the Houston metropolitan area and beyond, the University of Houston is committed to expanding access to its programs through the development of off-campus teaching centers. In FY15, \$1 million will be used to begin transitioning the Sugar Land campus to one exclusively operated by UH; deliver the Executive MBA program at a new location in The Woodlands; and develop a teaching center for the College of Hotel & Restaurant Management in San Antonio, in order to capitalize on the city’s robust tourism and hospitality industries.
- Campus Life Initiatives (\$1,397,990 New Resources)*
 In addition to academic programming and support, building a high-quality campus environment (including facilities, resources, and activities) is essential to recruiting and retaining a Tier One quality student body. In FY15, \$1.4 million will be used to expand and improve the quality of services at the Campus Recreation & Wellness Center, the A.D. Bruce Religion Center, Counseling & Psychological Services, and the Center for Diversity and Inclusion among others.

Priority 1. Investment of Resources in FY 2015 Initiatives

	New Resources	HEAF	Total
Need-Based Financial Aid	\$683,878		\$683,878
Graduate Tuition Fellowships & Stipends	1,000,000		1,000,000
Off-Campus Program Expansion	1,000,000		1,000,000
Campus Life Initiatives	1,397,990		1,397,990
Total	\$4,081,868	\$0	\$4,081,868

Priority 2. National Competitiveness

Context

The University of Houston's goal of maintaining and improving its standing as a Tier One university will occur only if the institution increases external research funding and enhances its academic programs to a level commensurate with the nation's leading public research universities. To that end, UH continues to improve its performance on most of its progress card measures related to national competitiveness:

	2013 Report	2014 Report
Total Research Expenditures	\$116M	\$131M
Federal Research Expenditures	\$55M	\$61M
Number of Graduate Programs Ranked in the Top 50	8	10
Number of Citations	41,172	49,440
Number of Doctorates Awarded	304	314
Number of Post-Doctoral Appointees	213	198

While much has been accomplished in recent years, maintaining and increasing UH's high level of research productivity will require sharp focus on the university's areas of programmatic excellence, particularly in the health sciences, energy, and the arts, as well STEM disciplines, where there are high levels of external research funding. Building excellence in these areas requires hiring exceptional faculty and providing them with the facilities, equipment, graduate students, and other infrastructure needed for them to compete on a national basis. To date this year, UH has hired 47 new faculty who will join the university this fall, over half of which are in STEM disciplines. Planning also continues on the Health & Biomedical Sciences Building II (an important component of the university's emerging health science center) and the Multidisciplinary Research & Engineering Building, both of which will expand the university's capacity to perform externally-funded research.

FY 2015 Budget Initiatives

- *New Faculty Positions (\$2,000,000 New Resources)*
In FY15, the University of Houston will invest \$2,000,000 to create new faculty positions in areas of academic/research strength for the university or high enrollment demand. Of these new positions, a significant number will be allocated to STEM disciplines.
- *Faculty and Staff Retention (\$1,889,684 New Resources)*
Providing competitive compensation to highly-skilled faculty and staff is critical to maintaining excellence in instruction, research, academic support and administrative effectiveness. For FY15, the University of Houston has set aside a pool of \$1.3 million to provide one-time bonuses for full-time, benefits-eligible employees earning \$50,000 or less. This pool of resources may be increased depending on fall enrollment. In addition, \$625,000 will be allocated for the additional financial compensation associated with faculty promotion and tenure.
- *Research Infrastructure Projects (\$3,059,459 New Resource)*
In FY15, the University of Houston will invest \$3.1 million in new resources for the physical infrastructure and operations support needed to further the university's research endeavors. Initiatives will include the development of the Multidisciplinary Research and Engineering Building, renovations at the Energy Research Park for technology incubator space, and start-up packages for new faculty. Start-up investments include lab renovations and equipment purchases.

- *Initiative in Health, Energy and the Arts (\$1,330,000 New Resources)*

Due to the strong correlation between regional and university strengths, programs in health, energy and the arts have been identified as institution-wide priorities for the University of Houston. In FY15, over \$1 million will be invested in the academic/research programs and infrastructure needed to build Tier One centers of excellence in these areas.

Priority 2. Investment of Resources in FY 2015 Initiatives

	New Resources	HEAF	Total
New Faculty Positions	\$2,000,000		\$2,000,000
Faculty and Staff Retention	1,889,684		1,889,684
Research Infrastructure Projects	3,059,459		3,059,459
Initiatives in Health, Energy and the Arts	1,330,000		1,330,000
Total	\$8,279,143	\$0	\$8,279,143

Priority 3. University Infrastructure and Administration

Context

As fundamental as instruction and research are to the University of Houston, these endeavors cannot take place without the land, facilities, equipment, and information technology needed to support them. The University of Houston's campus includes 903 acres of land, 161 buildings, and 11.6 million gross square feet. Sustaining this infrastructure year round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements. Making these investments is also essential to achieving the university's goals of student success and national competitiveness. This year, for example, the university has opened two residences for undergraduate students (Cougar Village II and Cougar Place), as well as Phase I of the University Center Transformation Project – facilities that are having a dramatic impact on campus life at the university. Construction also continues on the new Cougar football stadium, which, when completed, will elevate the university's national profile in athletics and greatly enhance pride in the institution.

Another important measure of administrative effectiveness is the extent to which the University of Houston can expand its resources through the cultivation of private gifts. In addition to state funds and tuition and fees, the resources secured through fundraising activities enable the university to pursue its goals of excellence. Last year, private support to the university was \$84 million – 15% higher than it was the previous year.

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

FY 2015 Budget Initiatives

- *Capital Renewal/Deferred Maintenance (\$14,330,000 HEAF)*
As part of the CRDM program, the University of Houston will invest \$14.3 million next year in general facilities projects. Major projects next year will include upgrades to aging campus infrastructure (electrical and chilled water distribution systems), repairs/upgrades to campus buildings, and the highest priority projects from the UH Capital Improvement Plan.
- *Capital Construction Projects (\$21,555,768 HEAF)*
In FY15, \$21.6 million in HEAF resources will be used to fund major construction projects on campus, including the Health & Biomedical Sciences Building II and the Cougar Substation project.
- *University Advancement & Capital Campaign (\$2,500,000 New Resources)*
Investments in university advancement are critical to the successful implementation of a \$1 billion capital campaign and raising the profile of the university. To that end, the University of Houston will invest \$2.5 million next year to support marketing and communication activities; hire additional gift officers; provide support staff and operations support; and expand donor engagement activities.
- *Support for Athletics (\$4,732,875 New Resources)*
A nationally-competitive athletics program is an important asset to a Tier One university, facilitating student recruitment, fundraising, institutional visibility, and campus pride. In FY15, the University of Houston will invest \$4.7 million to support the operations of its Athletics Department.

- *Campus Security (\$200,000 New Resources)*
In FY15, the university will invest \$200,000 in security initiatives on campus, including expansion of card access to buildings and expansion/replacement of security cameras.
- *Campus Parking (\$565,941 New Resources)*
As the number of students, faculty and staff on campus grows, so too does the need to expand and improve parking. Next year, the university will invest \$565,941 to enhance parking services and infrastructure on campus.
- *HUB Coordinator (\$50,000 New Resources)*
The use of historically underutilized businesses (HUBs) is a priority for both the State of Texas and the University of Houston. To enhance contracting opportunities for HUBs, the university will hire a HUB Coordinator next year.
- *Base Adjustments to University Budget (\$-2,800,555 New Resources)*
The University of Houston will make adjustments to base budgets in FY15 to account for an over-estimation of campus housing revenues this year, as well as a reduction in voluntary student fees for activities that have been eliminated. These adjustments do not impact the university's ability to provide high quality services to students.
- *President's Reserve for Strategic Initiatives (\$150,000 New Resources)*
Over the course of a year, opportunities for the university invariably arise that require an immediate allocation of resources. This fund will give President Khator the flexibility needed to make these investments in a timely manner in initiatives that serve the university's goals of student success and national competitiveness or other important priorities.

Priority 3. Investment of Resources in FY 2015 Initiatives

	New Resources	HEAF	Total
Capital Renewal/Deferred Maintenance		\$14,330,000	14,330,000
Capital Construction Projects		21,555,768	21,555,768
University Advancement & Capital Campaign	2,500,000		2,500,000
Support for Athletics	4,732,875		4,732,875
Campus Security	200,000		200,000
Campus Parking	565,941		565,941
HUB Coordinator	50,000		50,000
Base Adjustments to University Budget	(2,800,555)		(2,800,555)
President's Reserve for Strategic Initiatives	150,000		150,000
Total	\$5,398,261	\$35,885,768	\$41,284,029

University of Houston
Appendix A - Allocation of New FY 2015 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ (243,103)
2	National Research University Fund (NRUF)	1,059,459
3	Subtotal General Revenue	<u>816,356</u>
Tuition and Fees		
4	Consolidated Tuition and Fees	16,332,811
5	College Voluntary Fees	(604,031)
6	Student Service Fee	1,008,760
7	University Center Fees	(287,970)
8	Parking Fees	565,941
9	Residential Life and Housing	(2,196,524)
10	Recreation and Wellness Center	677,200
11	Subtotal Tuition and Fees	<u>15,496,187</u>
Other		
12	Intellectual Property	2,000,000
13	Non-endow Investment Income, Lab Fees	(553,271)
14	Subtotal Other	<u>1,446,729</u>
15	Total Net Revenue	<u>\$ 17,759,272</u>

Reallocations/Reductions		B
1	Division and College Reallocations	\$ (13,592,351)
2	Subtotal - Reallocations	<u>\$ (13,592,351)</u>

Priority/Initiative Allocations		C
Priority 1. Student Success		
3	Need-Based Financial Aid	\$ 683,878
4	Graduate Tuition Fellowships & Stipends	1,000,000
5	Off-Campus Program Expansion	1,000,000
6	Campus Life Initiatives	1,397,990
7	Subtotal - Student Access and Success	<u>4,081,868</u>
Priority 2. National Competitiveness		
8	New Faculty Positions	2,000,000
9	Faculty and Staff Retention	1,889,684
10	Research Infrastructure Projects	3,059,459
11	Initiatives in Health, Energy & the Arts	1,330,000
12	Subtotal - National Competitiveness	<u>8,279,143</u>
Priority 3. University Infrastructure & Administration		
13	Advancement & Capital Campaign	2,500,000
14	Support for Athletics	4,732,875
15	Campus Security	200,000
16	Campus Parking	565,941
17	HUB Coordinator	50,000
18	Base Adjustments to University Budget	(2,800,555)
19	President's Reserve for Strategic Initiatives	150,000
20	Subtotal - University Infrastructure & Administration	<u>5,398,261</u>
21	Reallocations	13,592,351
22	Total Priority/Initiative Allocations	<u>\$ 31,351,623</u>

23 Total Net Reductions and New Allocations	<u>\$ 17,759,272</u>
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University of Houston
Appendix B - Allocation of FY 2015 HEAF

<u>FY15 Allocation</u>	
HEAF	<u>\$ 35,885,768</u>

<u>Priority/Initiative</u>		<u>HEAF</u>
Priority 3. University Infrastructure & Administration		
Capital Renewal/Deferred Maintenance	\$	14,330,000
Capital Construction Projects		<u>21,555,768</u>
Subtotal	\$	<u>35,885,768</u>
Total New Investments	\$	<u>35,885,768</u>

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

	FY2014	FY2015
Funds from Endowed Scholarships	\$ 4,500,000	\$ 4,500,000
Premium Tuition Scholarships (Law)	338,090	430,884
Texas Grant Program Scholarships	23,230,556	22,275,000
Texas Public Education Grant (TPEG)	9,529,248	10,467,845
Property Deposit Scholarships	122,091	16,000
Honors Scholarships	8,000	8,000
International Education Fee Scholarship	138,874	397,779
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	17,573,734	16,600,000
Graduate Scholarships	2,795,975	5,900,000
B-on-Time Program	2,935,650	2,710,000
Pre-Med Scholarship	250,000	350,000
Merit Scholarships	13,380,000	13,000,000
UH Transfer Scholarships	430,000	400,000
UH Grant-in-Aid Scholarship	1,236,195	1,180,000
Doctoral Student Tuition Fellowship	9,275,309	10,236,513
Presidential Fellowship Stipend Augmentation	458,448	96,044
Federal College Work Study	1,387,506	1,536,342
Federal Pell Grants	55,000,000	55,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,000,000	1,000,000
Total	\$ 143,589,676	\$ 146,104,407

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2013	Budget	Dollars	Percent	FY2014	Budget	Dollars	Percent	FY2015	Budget				
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	154.5	\$	19.4	12.5%	\$	173.9	\$	(0.2)	-0.1%	\$	173.6		
2 HEAF/NRUF		15.2		(0.2)	-1.5%		15.0		1.1	7.1%		16.0		
3 Tuition & Fees		386.9		21.0	5.4%		407.9		16.5	4.0%		424.4		
4 Other Operating		133.5		27.4	20.5%		160.9		13.8	8.6%		174.7		
5 Contracts & Grants		176.5		1.5	0.8%		177.9		0.2	0.1%		178.1		
6 Endowment Income/Gifts		40.6		5.2	12.9%		45.9		3.4	7.4%		49.2		
7 Total Sources	\$	907.3	\$	74.2	8.2%	\$	981.5	\$	34.7	3.5%	\$	1,016.2		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	155.9	\$	10.3	6.6%	\$	166.1	\$	1.7	1.0%	\$	167.8		
9 Salaries and Wages - Staff		230.0		5.2	2.3%		235.3		8.8	3.7%		244.1		
10 Benefits		87.2		1.9	2.2%		89.1		5.4	6.1%		94.5		
11 M&O		191.5		42.8	22.4%		234.3		6.4	2.7%		240.8		
12 Capital Equipment		30.4		(7.3)	-24.0%		23.1		0.2	0.8%		23.3		
13 Scholarships		140.9		11.0	7.8%		151.9		12.5	8.2%		164.4		
14 Debt Service		45.2		10.3	22.7%		55.5		(0.2)	-0.3%		55.3		
15 Utilities		26.2		-	0.0%		26.2		(0.1)	-0.5%		26.0		
17 Total Uses	\$	907.3	\$	74.2	8.2%	\$	981.5	\$	34.7	3.5%	\$	1,016.2		

Capital Facilities Budget

Source of Funds														
18 HEAF	\$	28.9	\$	-	0.0%	\$	28.9	\$	-	0.0%	\$	28.9		
19 Bonds		132.6		0.9	0.7%		133.6		(74.1)	-55.4%		59.5		
20 Gifts		28.5		(6.4)	-22.3%		22.1		1.7	7.6%		23.8		
21 Other		28.5		(20.0)	-70.3%		8.4		6.5	77.0%		14.9		
22 HEAF Fund Balance									19.8	na		19.8		
23 Total Sources	\$	218.5	\$	(25.5)	-11.7%	\$	193.0	\$	(46.1)	-23.9%	\$	147.0		
Use of Funds by Object														
24 Construction	\$	187.0	\$	(22.4)	-12.0%	\$	164.6	\$	(63.8)	-38.8%	\$	100.8		
25 Major Rehabilitation		31.5		(3.1)	-9.9%		28.4		17.8	62.6%		46.2		
26 Total Uses	\$	218.5	\$	(25.5)	-11.7%	\$	193.0	\$	(46.1)	-23.9%	\$	147.0		

Total Operating, Restricted and Capital Budget

27	\$	1,125.8	\$	48.7	4.3%	\$	1,174.5	\$	(11.3)	-1.0%	\$	1,163.1		
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University of Houston
Table 2 - Operations

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 130,313,014	\$ (243,103)	-0.2%	\$ 130,069,911
Special Items	13,204,276			13,204,276
National Research University Fund	7,967,541	1,059,459	13.3%	9,027,000
Less: Rider Reduction Estimates	(1,900,000)			(1,900,000)
State Benefits Appropriation	32,236,334			32,236,334
Subtotal State General Revenue Appropriations	181,821,165	816,356	0.4%	182,637,521
Tuition and Fees				
Consolidated Tuition & Fees	64,310,234			64,310,234
Lab/other Student Fees	86,784	5,670	6.5%	92,454
Subtotal Tuition and Fees	64,397,018	5,670	0.0%	64,402,688
HEAF	35,885,768			35,885,768
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	4,200,000	(150,000)	-3.6%	4,050,000
Income on State Treasury Deposits	102,500	(9,516)	-9.3%	92,984
Subtotal General Funds	287,645,360	662,510	0.2%	288,307,870
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	283,254,425	15,698,933	5.5%	298,953,358
Voluntary Fees	20,434,208	(604,031)	-3.0%	19,830,177
Subtotal Tuition and Fees	303,688,633	15,094,902	5.0%	318,783,535
Indirect Cost	14,857,726	2,013,532	13.6%	16,871,258
Investment Income on Non-Endowed Funds	1,481,152	(7,484)	-0.5%	1,473,668
Endowment Income	5,971,835	1,127,611	18.9%	7,099,446
Contracts / Grants / Gifts	1,596,853	(884)	-0.1%	1,595,969
Intellectual Property Management	16,000,000	2,000,000	12.5%	18,000,000
Arte Publico/Opt Clinic/Self Supp Org	19,863,825	9,028,825	45.5%	28,892,650
Subtotal Designated Funds	363,460,024	29,256,502	8.0%	392,716,526
Auxiliary Enterprises				
Student Fees				
Student Service Fee	20,096,842	1,008,760	5.0%	21,105,602
Recreation and Wellness Center	7,110,428	677,200	9.5%	7,787,628
University Center Fees	12,656,064	(287,970)	-2.3%	12,368,094
Subtotal Student Fees	39,863,334	1,397,990	3.5%	41,261,324
Sales & Service - Student Housing	37,279,739	(2,196,524)	-5.9%	35,083,215
Sales & Service - Parking	13,195,770	565,941	4.3%	13,761,711
Sales & Service - Athletics/Hotel/UC/Other	46,703,389	1,429,232	3.1%	48,132,621
Subtotal Auxiliary Funds	137,042,232	1,196,639	0.9%	138,238,871
Total Current Operating Funds	788,147,616	31,115,651	3.9%	819,263,267
Interfund Transfer	(28,885,768)	-		(28,885,768)
Total Sources	\$ 759,261,848	\$ 31,115,651	4.1%	\$ 790,377,499
Use of Funds by Object				
Salaries and Wages	\$ 358,060,700	\$ 10,812,592	3.0%	\$ 368,873,292
Benefits	82,815,966	2,882,858	3.5%	85,698,824
M&O	166,572,528	4,999,198	3.0%	171,571,726
Capital	15,613,734	1,485,262	9.5%	17,098,996
Scholarships	55,150,648	11,654,726	21.1%	66,805,374
Debt Service	54,877,236	(597,167)	-1.1%	54,280,069
Utilities	26,171,036	(121,818)	-0.5%	26,049,218
Total Uses	\$ 759,261,848	\$ 31,115,651	4.1%	\$ 790,377,499

University of Houston

Table 3 - Restricted

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 90,977,000	\$ 137,251	0.2%	\$ 91,114,251
Financial Aid	83,218,456	70,000	0.1%	83,288,456
Houston Public Media	2,145,342			2,145,342
Gifts	33,980,393	948,182	2.8%	34,928,575
Endowment Income	10,841,648	2,413,365	22.3%	13,255,013
Other Restricted	1,034,006	24,900	2.4%	1,058,906
Total Current Operating Funds	222,196,845	3,593,698	1.6%	225,790,543
Total Sources	\$ 222,196,845	\$ 3,593,698	1.6%	\$ 225,790,543
Use of Funds by Object				
Salaries and Wages	\$ 43,374,735	\$ (324,553)	-0.7%	\$ 43,050,182
Benefits	6,237,517	2,524,267	40.5%	8,761,784
M&O	67,759,432	1,433,834	2.1%	69,193,266
Capital	7,476,561	(1,307,525)	-17.5%	6,169,036
Scholarships	96,739,100	825,204	0.9%	97,564,304
Debt Service	609,500	442,471	72.6%	1,051,971
Total Uses	\$ 222,196,845	\$ 3,593,698	1.6%	\$ 225,790,543

University of Houston

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2015 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
University Center Transformation	\$ 66,442,104	\$ 13,557,896	\$ -	\$ 80,000,000	\$ -	\$ 74,573,250	\$ -	\$ 5,426,750
New Football Stadium with Band Facility	109,999,353	10,000,000	-	119,999,353	5,000,000	26,183,568	15,100,000	73,715,785
Basketball Practice Facility	6,809,536	13,190,464	-	20,000,000			20,000,000	
Health & Bio Science 1 - 4th Floor Build-out	3,677,090	4,822,910	-	8,500,000				8,500,000
Health & Bio Science 2 - Core & Shell	4,740,457	25,266,319	34,993,224	65,000,000	32,785,400			32,214,600
Multi-Disciplinary Research & Engineering Bldg	935,600	30,038,640	20,025,760	51,000,000		41,000,000	10,000,000	
Science Teaching Lab - 4th Floor Build-out	371,099	3,898,901	-	4,270,000				4,270,000
Subtotal New Construction	\$ 192,975,239	\$ 100,775,130	\$ 55,018,984	\$ 348,769,353	\$ 37,785,400	\$ 141,756,818	\$ 45,100,000	\$ 124,127,135
Major Repair and Rehabilitation								
Central Utility Plant Expansion	\$ 38,173,662	\$ 100,000	\$ -	\$ 38,273,662	\$ 38,273,662	\$ -	\$ -	\$ -
Cougar Sub Station Project	600,000	9,000,000	14,400,000	24,000,000	24,000,000			
CRWC Natatorium Renovations	2,428,227	6,221,773	-	8,650,000		8,650,000		
Grove Renovations	1,100,000	626,713	-	1,726,713			1,726,713	
Energy Research Park - Bldg. 4 (NCALM)	293,457	570,893	-	864,350				864,350
Energy Research Park - Bldg. 4 (Innovation Cntr)	30,000	1,270,000	-	1,300,000				1,300,000
Energy Research Park - Building 8	138,580	1,061,420	-	1,200,000		1,200,000		
Energy Research Park - Building 1A	477,634	6,522,366	-	7,000,000		6,200,000		800,000
Energy Research Park - Building 5	200,000	6,500,000	4,300,000	11,000,000		11,000,000		
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		14,330,000		14,330,000	14,330,000			
Subtotal Major Repairs & Rehabilitation	\$ 43,441,560	\$ 46,203,165	\$ 18,700,000	\$ 108,344,725	\$ 76,603,662	\$ 27,050,000	\$ 1,726,713	\$ 2,964,350
Total	\$ 236,416,799	\$ 146,978,295	\$ 73,718,984	\$ 457,114,078	\$ 114,389,062	\$ 168,806,818	\$ 46,826,713	\$ 127,091,485

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

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

Employee Classification	FY2014 Budget	-----Change-----		FY2015 Budget
		FTE	Percent	
Faculty	1,202	30	2.5%	1,232
Part-time Faculty	951			951
Professional Staff	2,206	25	1.1%	2,231
Classified Staff	1,308			1,308
Temporary Staff	760			760
Total	6,427	55	0.9%	6,482

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

	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014 Budget	FY2015 Budget	FY15 vs FY14 Change
Semester Credit Hours						
Lower Division	447,339	452,668	456,016	455,002	432,604	(22,398)
Upper Division	325,503	343,810	354,919	358,224	366,272	8,048
Masters	96,439	94,375	91,775	93,030	91,143	(1,887)
Doctoral	25,893	27,504	26,186	28,457	27,059	(1,398)
Special Professional	58,348	56,235	54,523	54,915	53,788	(1,127)
Total	953,522	974,592	983,419	989,628	970,866	(18,762)
Semester Credit Hours-On/Off Campus						
On Campus	791,189	791,256	789,016	803,415	776,693	(26,722)
Off Campus	162,333	183,336	194,403	186,213	194,173	7,960
Total	953,522	974,592	983,419	989,628	970,866	(18,762)
Fall Headcount	38,752	39,820	40,747	40,868	39,540	(1,328)
Fall FTE	31,127	32,066	32,673	32,673	31,945	(728)

University of Houston
Table 7 - Allocation of Student Service Fees

Sources	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 20,096,842	\$ 1,008,760	5.0%	\$ 21,105,602
Budgeted Fund Balance	695,448	(640,652)	-92.1%	54,796
Total Sources	\$ 20,792,290	\$ 368,108	1.8%	\$ 21,160,398
Allocations				
Activities Funding Board (AFB)	\$ 144,797	\$ 15,093	10.4%	\$ 159,890
A.D. Bruce Religion Center	171,791	40,792	23.7%	212,583
Band Program	211,400	75,000	35.5%	286,400
Blaffer Art Gallery	21,500			21,500
Campus Recreation	474,154			474,154
Center for Diversity and Inclusion	-	125,567		125,567
Center for Leadership & Fraternity and Sorority Life	289,156			289,156
Center for Students w/Disabilities	425,564			425,564
Center for Student Involvement	679,995	83,725	12.3%	763,720
Center for Student Media*	255,122	3,881	1.5%	259,003
Child Care Center	113,329			113,329
Counseling and Psychological Services	1,470,823	73,824	5.0%	1,544,647
Council of Ethnic Organizations (CEO)	151,660	565	0.4%	152,225
Daily Cougar	46,390	3,443	7.4%	49,833
Dean of Students	1,052,065	37,397	3.6%	1,089,462
Debate and Advocacy (formerly Forensics)	-	39,992		39,992
Frontier Fiesta Association	165,455	7,805	4.7%	173,260
Homecoming	70,879			70,879
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,375,000			3,375,000
LGBT Center	-	13,027		13,027
Metropolitan Volunteer Program	66,765			66,765
Student Affairs Information Technology (SAIT)	753,576	61,273	8.1%	814,849
Student Government Association	140,263	8,610	6.1%	148,873
Student Program Board	156,875			156,875
Student Video Network	76,474	1,904	2.5%	78,378
University Career Services	799,173	52,457	6.6%	851,630
University Center	1,070,916			1,070,916
University Health Center	1,741,541			1,741,541
Urban Experience Program	131,602			131,602
Veterans' Services	152,589			152,589
VPSA	1,054,624			1,054,624
Wellness Program	287,858			287,858
SFAC Operating	7,000			7,000
One time FY 2014 Funding	826,247	(826,247)	-100.0%	-
Reserves for Salary, Post Season Football, New Stadium		550,000		550,000
Total Allocations	\$ 20,792,290	\$ 368,108	1.8%	\$ 21,160,398

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

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

	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 2,413,693	\$ 151,372	6.3%	\$ 2,565,065
University Advancement	15,203,022	162,645	1.1%	15,365,667
Student Affairs	81,462,678	678,867	0.8%	82,141,545
Research Division	33,708,129	9,483,336	28.1%	43,191,465
Information Technology				
Academic Affairs				
Office of the Provost	45,282,908	(6,388,584)	-14.1%	38,894,324
Library	17,782,798	336,222	1.9%	18,119,020
Architecture	5,174,918	59,578	1.2%	5,234,496
Business Administration	42,835,626	137,153	0.3%	42,972,779
Education	13,260,026	90,191	0.7%	13,350,217
Engineering	31,964,103	201,747	0.6%	32,165,850
Hotel & Restaurant Management	11,794,854	247,153	2.1%	12,042,007
Law	24,992,079	40,034	0.2%	25,032,113
Liberal Arts and Social Sciences	63,480,610	890,170	1.4%	64,370,780
Natural Sciences & Mathematics	51,142,914	1,626,567	3.2%	52,769,481
Optometry	16,906,840	4,742,657	28.1%	21,649,497
Pharmacy	14,655,064	172,580	1.2%	14,827,644
Social Work	4,139,773	(28,852)	-0.7%	4,110,921
Technology	14,424,242	(851,423)	-5.9%	13,572,819
Honors	2,804,585	187,404	6.7%	2,991,989
Subtotal Academic Affairs	\$ 360,641,340	\$ 1,462,597	0.4%	\$ 362,103,937
Administration and Finance	81,180,090	786,519	1.0%	81,966,609
New Initiatives unalloc	2,287,721	18,942,780	828.0%	21,230,501
Utilities	26,171,036	(121,818)	-0.5%	26,049,218
Staff Benefits	55,462,194	(170,000)	-0.3%	55,292,194
Athletics	25,869,713	560,252	2.2%	26,429,965
Institutional Reserves	16,800,073	101,290	0.6%	16,901,363
Legislative Mandates	4,732,115			4,732,115
Debt Service	54,877,235	(597,167)	-1.1%	54,280,068
System Service Charge	(1,547,191)	(325,022)	21.0%	(1,872,213)
Total Uses	\$ 759,261,848	\$ 31,115,651	4.1%	\$ 790,377,499

University of Houston

Note to Table 3: Restricted Expenditures By Organization

	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President	\$ 85,253	\$ 6,744	7.9%	\$ 91,997
University Advancement	173,594	191,898	110.5%	365,492
Student Affairs	85,397,328	87,609	0.1%	85,484,937
Research Division	10,901,132	(4,963,048)	-45.5%	5,938,084
Academic Affairs				
Office of the Provost	2,625,001	(632,753)	-24.1%	1,992,248
Library	388,716	(91,012)	-23.4%	297,704
Architecture	680,988	(65,117)	-9.6%	615,871
Business Administration	7,504,419	470,089	6.3%	7,974,508
Education	4,157,767	154,257	3.7%	4,312,024
Engineering	22,305,588	1,657,880	7.4%	23,963,468
Hotel & Restaurant Management	2,713,124	262,684	9.7%	2,975,808
Law	358,005	179,936	50.3%	537,941
Liberal Arts and Social Sciences	14,464,754	3,683,726	25.5%	18,148,480
Natural Sciences & Mathematics	30,673,272	1,558,134	5.1%	32,231,406
Optometry	5,514,488	(100,557)	-1.8%	5,413,931
Pharmacy	3,518,304	581,383	16.5%	4,099,687
Social Work	2,956,906	(128,263)	-4.3%	2,828,643
Technology	2,123,851	(333,847)	-15.7%	1,790,004
Honors	963,084	(39,675)	-4.1%	923,409
Subtotal Academic Affairs	\$ 100,948,267	\$ 7,156,865	7.1%	\$ 108,105,132
Administration and Finance	1,788,976	251,021	14.0%	2,039,997
Houston Public Media	18,392,879	301,278	1.6%	18,694,157
Athletics	3,899,916	118,860	3.0%	4,018,776
Debt Service	609,500	442,471	72.6%	1,051,971
Total Uses	\$ 222,196,845	\$ 3,593,698	1.6%	\$ 225,790,543

Faculty Academic Instructional Workload (University of Houston)

[Revised as of February 9, 1999.]

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

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

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

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

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

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

General Workload Expectations

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

Faculty Workload Assignments and Professional Activities

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

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

Minimum Teaching Load Requirements

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

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

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

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

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

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

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

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

Teaching Load Equivalencies

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

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

['Additional Duties'](#) form.

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

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

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

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

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

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

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

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

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

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

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

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

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

Teaching Load Compliance

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

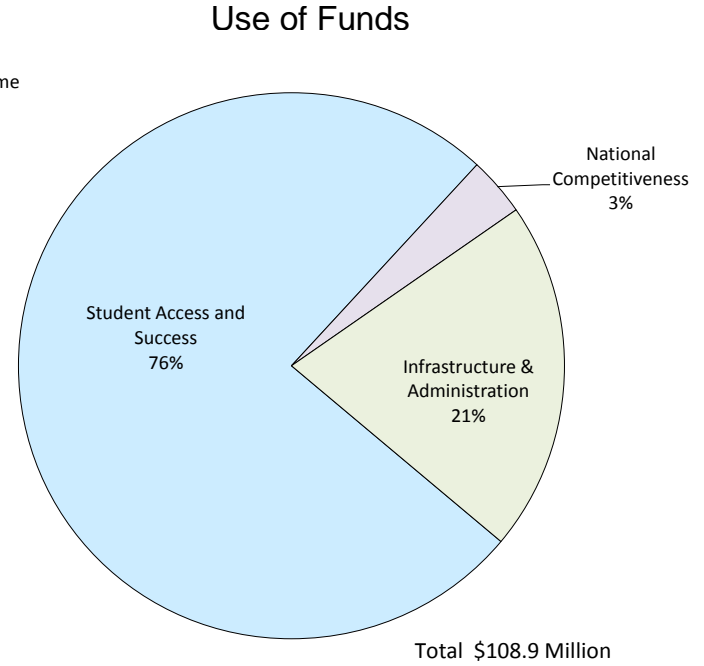
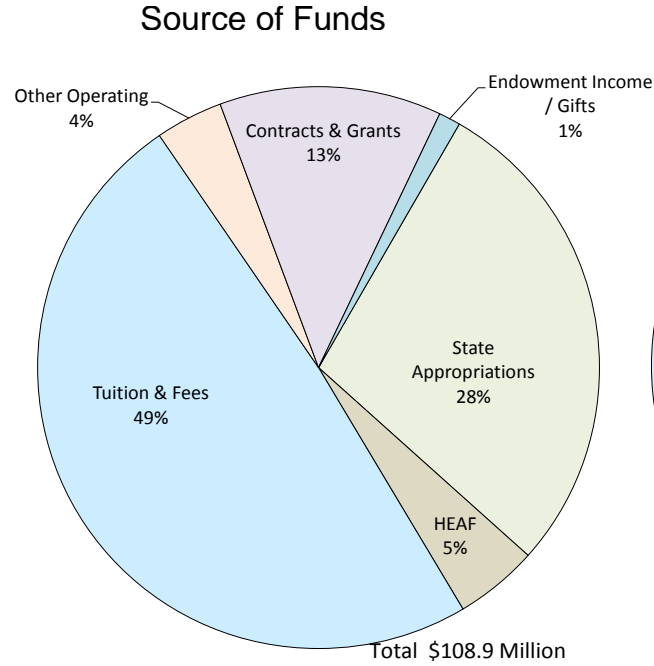
Every department's compliance with these minimum teaching load requirements shall be assessed each academic year. If a department is found to be out of compliance, the institution shall take appropriate steps to address the noncompliance and to prevent such noncompliance in the future.

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

UH-Clear Lake Operating Budget

FY2014

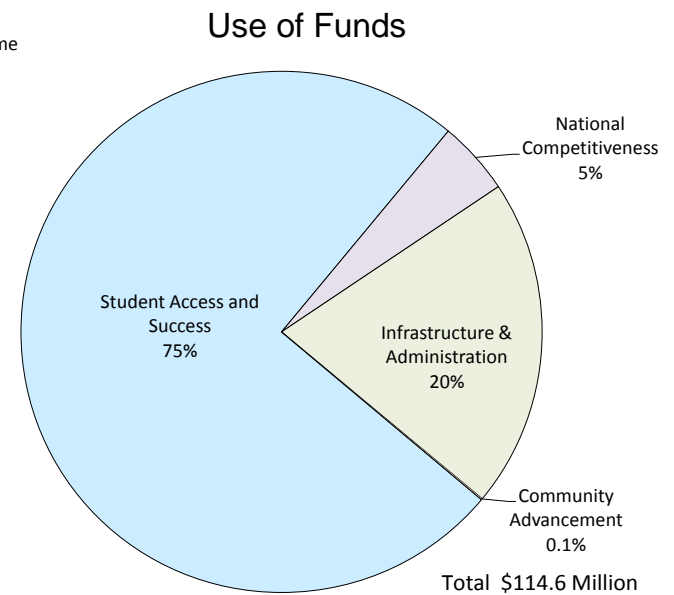
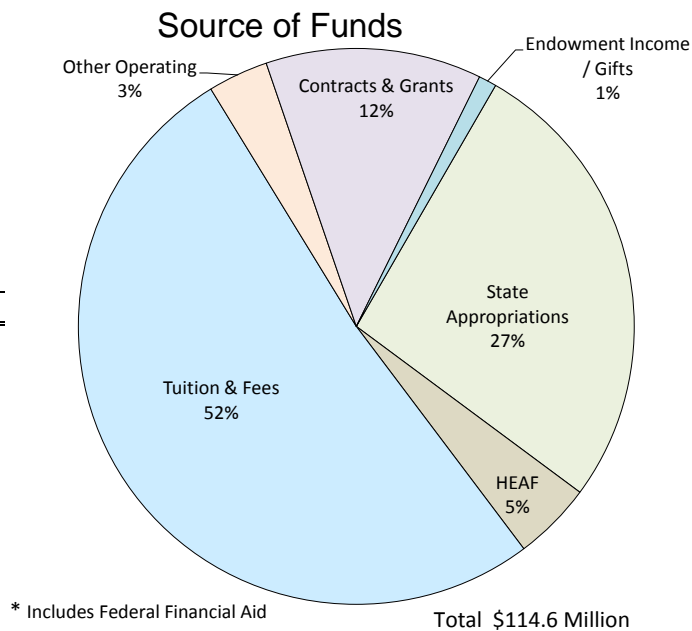
Total Budget	<u>\$ Millions</u>
Operating Budget	\$ 108.9
Capital Facilities	3.3
Total	<u>\$ 112.2</u>



4.1

FY2015

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



UH-Clear Lake Operating Budget
Revenues FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 State Appropriations	\$ 35.2	\$ 28.9	\$ 29.1	\$ 30.8	\$ 30.7
2 HEAF	5.2	5.2	5.2	5.2	5.2
3 Tuition & Fees	50.5	49.3	50.6	53.4	59.1
4 Other Operating	3.3	5.1	2.6	4.2	4.0
5 Contracts & Grants	14.9	11.6	14.2	13.9	14.4
6 Endowment Income / Gifts	1.3	0.8	1.7	1.4	1.2
7 Total	<u>\$ 110.4</u>	<u>\$ 100.9</u>	<u>\$ 103.4</u>	<u>\$ 108.9</u>	<u>\$ 114.6</u>

4.2

UH-Clear Lake Operating Budget
Expenditures FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 Student Access and Success	\$ 72.3	\$ 76.0	\$ 77.0	\$ 82.5	\$ 85.9
2 National Competitiveness	2.4	0.9	2.0	3.8	5.2
3 Infrastructure & Administration	21.9	21.5	21.4	22.6	23.4
4 Community Advancement	0.0	0.8	0.6	0.0	0.1
5 Total	<u>\$ 96.6</u>	<u>\$ 99.2</u>	<u>\$ 101.0</u>	<u>\$ 108.9</u>	<u>\$ 114.6</u>

4.3

**University of Houston-Clear Lake
FY2015 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2015 Total	FY 2014 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 456,000	\$ -	\$ -	\$ 10,000	\$ 466,000	\$ 509,128
2 Tenure Track Faculty	19,499,365		124,078	19,623,443							19,623,443	18,280,396
3 Non-Tenure Track Faculty	1,744,939			1,744,939							1,744,939	2,271,952
4 Adjunct Faculty	2,383,772			2,383,772							2,383,772	1,341,173
5 Graduate Assistant	648,952		32,600	681,552		28,416					709,968	564,452
6 Exempt Staff	2,218,323	1,860,202	5,743,030	9,821,555		2,204,317	5,983,040	801,412		1,887,291	20,697,615	19,111,744
7 Non-Exempt Staff	1,344,698	33,951	1,451,089	2,829,738		792,271	2,426,714	1,741,138		960,768	8,750,629	8,567,170
8 Student Employees	145,257		422,875	568,132		206,291	8,887			204,678	987,988	891,895
9 Summer Instruction Salaries	1,910,584			1,910,584							1,910,584	1,716,510
10 Benefits	7,559,284	367,411	2,162,938	10,089,633		964,293	2,790,771	944,445		821,003	15,610,145	14,925,456
11 Subtotal	37,455,174	2,261,564	9,936,610	49,653,348	-	4,195,588	11,209,412	3,486,995	-	3,873,740	72,419,083	67,670,748
12 Capital	254,000	21,500	2,442,465	2,717,965		480,000	20,000	504,226			3,722,191	3,347,174
13 M&O	2,380,044	2,916,402	3,687,698	8,984,144	9,308	1,970,497	3,339,481	2,184,695		972,566	17,460,691	16,675,022
14 Travel & Business Expense	140,371	29,852	333,304	503,527	12,192	52,605	242,382	4,321		110,927	925,954	791,776
15 Debt Service										325,303	325,303	324,871
16 Utilities								2,053,131		235,550	2,288,681	2,282,931
17 Scholarship & Fellowship				-					16,996,846		16,996,846	17,308,779
18 Subtotal	2,774,415	2,967,754	6,463,467	12,205,636	21,500	2,503,102	3,601,863	4,746,373	16,996,846	1,644,346	41,719,666	40,730,553
19 Total Expenditure Budget	\$ 40,229,589	\$ 5,229,318	\$ 16,400,077	\$ 61,858,984	\$ 21,500	\$ 6,698,690	\$ 15,267,275	\$ 8,233,368	\$ 16,996,846	\$ 5,528,086	\$ 114,604,749	\$ 108,910,429

4.4

UH-Clear Lake Mission Statement

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

UH-Clear Lake Goals

The University of Houston-Clear Lake will:

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

UH-Clear Lake Planning Process

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

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

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

Overall, for fiscal year 2015, UHCL will continue to address the challenges of both quantity and quality. The quantity dimension centers on providing access to higher education for an increasing number of students to enhance the college participation and graduation rate in the greater Houston metropolitan region. The quality dimension has been and will continue to be to offer high quality academic programs that meet state, regional, and national accreditation standards while serving the educational needs of our students, employers, and the community.

The major priorities to be addressed in fiscal year 2015 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 2015. The major priorities include:

1. Student Access and Success - \$6,689,580
 - Student Financial Assistance
 - Academic Support
 - General Support
 - Instructional Support
 - Four Year Initiative
 - Faculty Recruitment and Retention
 - Faculty Promotions
 - Pearland Lease
2. Academic and Research Excellence/National Competitiveness - \$1,705,699
 - Teaching and Research Resources
3. University Infrastructure and Administration - \$4,134,635
 - Campus Facilities
 - University Computing
 - Capital Renewal and Deferred Maintenance

- Faculty and Staff Benefits
 - Operations Support
 - Staff Recruitment and Retention
4. Community Advancement - \$75,000
- University Advancement Support

**University of Houston-Clear Lake
FY15 Reallocations**

Reallocation of funds are made throughout the year to meet one time needs. These are base reallocations made to initiatives to move the university forward. Most of the funds are redirected to support instruction and other needs for the success of the Four Year Initiative.

Reallocated from the following uses:

University Reserve	\$ 537,733
Credit Card Bank Fees	60,000
Instructional Funds	100,000
System Service Charge	<u>85,260</u>
	\$ 782,993

Priority 1. Student Access and Success

Context

During fiscal year 2014, UH-Clear Lake served 8,164 students with 4,970 or 61% at the undergraduate level and 3,194 or 39% at the graduate level. As an upper-level university, UHCL serves primarily community college transfers at the undergraduate level. Our first year transfer retention rate is 84.7% and our four-year transfer graduation rate is 74.2%. At the same time, UHCL continues to grow as a Hispanic-serving institution with 32.6% of its undergraduate student body being Hispanic. The first year retention rate for this group was 88% and the four-year graduation rate was 74%. For fiscal year 2013, UHCL had 2,350 graduates and now has over 57,000 alumni. Our survey of graduating students indicates that 90% would recommend UHCL to family and friends. UHCL places a very high priority on recruiting, retaining, and graduating students.

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

The pathway from student access to student success is very important and UHCL has taken steps to advance both access and success. UHCL now generates 30% of its semester credit hours via off-campus and online options for our students. Major off-campus initiatives include the UHCL Pearland Campus with almost 800 students taking classes in Pearland and the Texas Medical Center with over 350 students taking undergraduate or graduate classes in health-related programs. Our online semester credit hours are now 20% of UHCL's total credit hours with five bachelor's and eight master's degrees offered online.

Following UH System Board of Regents' approval in May 2013, UHCL has proceeded with plans to offer its second doctoral degree in education, the Ed.D. in Curriculum and Instruction. The response to UHCL's first doctoral degree, the Ed.D. in Educational Leadership, has more than met expectations with over 100 students currently enrolled in the program. Both of these doctoral programs are applied-oriented programs which respond to the needs of area school districts. Planning is also underway for a doctoral program in psychology, the Psy.D. Given the large number of students at UHCL in both the bachelor's and master's programs in psychology plus the additional graduate programs in clinical, school, and industrial/organizational psychology as well as behavior analysis and family therapy, the potential pool of students for an applied, practitioner-oriented doctoral program in psychology is significant.

UHCL will also invest in those academic programs which have experienced exceptional growth in the number of majors over the past few years. During 2013-2014, our graduate program in computer science had an increase in the number of majors from 156 to 238 and our graduate program in computer engineering increased from 62 to 123. In addition, the master's program in software engineering also had an increase in the number of majors from 58 to 85. Due to these enrollment increases, two additional

faculty positions will be funded for 2014-2015 for our School of Science and Computer Engineering to meet this growing demand.

In the past two years, UHCL has worked with San Jacinto College on an RN (Registered Nurse) to BSN (Bachelor of Science in Nursing) program and the end result is that UHCL will offer the BSN for the first time in Fall 2014. In preparation for this new program, two faculty positions have been approved and they have recently been filled to staff nursing courses this fall. Other area community colleges, including Alvin Community College, College of the Mainland, Galveston College, and Lee College will also be able to have their RN students transition to UHCL to complete the BSN. Area healthcare organizations are now requiring certain members of their nursing staffs to have a bachelor's degree in nursing and this program will help to address that employer need.

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

FY 2015 Budget Initiatives

- *Student Financial Assistance - \$338,697 New Resources*
Approximately 70% of UHCL undergraduate students are community college transfers and many find it challenging to pay university tuition after paying significantly lower community college tuition. New funding for student financial assistance is available in FY 2015 due to the set-aside from the increased designated tuition rates.
- *Academic Support - \$408,791 New Resources*
New funding will be directed to UHCL's Quality Enhancement Plan (QEP) which is required by our regional accreditor, the Commission on Colleges of the Southern Association of Colleges and Schools. Our QEP is focused on Applied Critical Thinking for Lifelong Learning and Adaptability and our plan was approved by the Commission on Colleges in December 2012. Other funds will be used for UHCL marketing efforts, especially with regard to our transition from an upper-level to a four-year university and transfer advising.

The university must make all information accessible to students, employees and the public as required by the Americans with Disability Act and Texas Government Code 2054, Subchapter M. New revenue will be used to fund student workers and M & O for our Accessibility Support Team (AST). New revenue will also be used to fund an Accessibility Coordinator in our Online Programs office. The AST will produce accessible digital versions of syllabi, course materials, PowerPoint presentations and image pdf files as requested by faculty and staff. The Accessibility Coordinator will work with faculty to produce accessible Blackboard course content.

Revenue generated from new course fees will be used to purchase lab supplies and class materials for selected courses. This revenue will also be used to hire teaching assistants and tutors to provide supplemental instruction for selected courses to increase student success.

- *General Support - \$232,529 New Resources*
Additional funding will be used for staff positions in student services including the health center, career and counseling services, and student publications. Additional Information Resources Fee revenue will be used to fund software costs, which have doubled since 2008, and to cover the increased costs for existing licenses and maintenance due to the increase in new students, faculty and staff in support of the Four Year Initiative.
- *Instructional Support - \$415,000 New Resources; \$1,095,000 HEAF*
New funding will be allocated for two new faculty positions in the School of Science and Computer Engineering to address increased enrollment in the computer science, computer engineering, and software engineering programs. Two new faculty positions will be funded for the bachelor's degree in nursing which will be first offered in fall 2014.

HEAF funds have been reallocated to outfit two new labs with equipment and supplies required by the Four Year Initiative. In particular, an Environmental Science lab and an Organic Chemistry lab will be developed using these funds.

- *Four Year Initiative – \$2,826,220 New Resources*
New funding will be allocated to support continued set up efforts in the following areas: (1) the new Veterans office to ease the transition of veterans from community colleges transferring to UHCL; (2) the new Advising Office which will provide centralized advising for all freshman and sophomore students with a student to advisor ratio goal set at 1:175 for the fall 2014 freshman class; (3) the new placement testing center to provide accessibility to required testing for incoming freshman; (4) the hiring of coordinators and tutors in the writing center, the math center and the student success center to assist students with their first year experience.

New funding will be allocated for sixteen new faculty positions to teach the incoming freshmen and sophomores. New funds will also be provided for adjunct faculty.

Funding for scholarship awards is included in the Four Year Initiative business plan. Five students will receive a full ride scholarship; ten will receive an award to cover all tuition and fees; twenty will receive a \$2000 award; and thirty-five students will receive a \$1000 award.

- *Faculty Recruitment and Retention - \$681,343 New Resources*
During FY 2015, UHCL will allocate a 3% merit/equity pool for increasing the pay of deserving faculty members. These funds are essential to allow UHCL to retain high quality faculty.
- *Faculty Promotions - \$92,000 New Resources*
Promotion stipends are provided for those faculty promoted to associate professor and professor.
- *Pearland Lease - \$600,000 HEAF*
Annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

Priority 1. Investment of Resources in FY 2015 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Financial Assistance	\$338,697		\$338,697
Academic Support	408,791		408,791
General Support	232,529		232,529
Instructional Support	415,000	\$1,095,000	1,510,000
Four Year Initiative	2,826,220		2,826,220
Faculty Recruitment and Retention	681,343		681,343
Faculty Promotions	92,000		92,000
Pearland Lease		600,000	600,000
Subtotal	<u>\$4,994,580</u>	<u>\$1,695,000</u>	<u>\$6,689,580</u>

Priority 2. Academic and Research Excellence/National Competitiveness

Context

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

As a result of the 2012 site visit by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS) and the successful reaffirmation, UHCL has begun implementation of its Quality Enhancement Plan on Applied Critical Thinking for Lifelong Learning and Adaptability. In 2013, the Masters of Healthcare Administration program was ranked fourth in the nation among top business schools for physician-executives by Modern Healthcare. This year, UHCL was also included in the Honor Roll of Top Online Business Programs by U.S. News and World Report.

UHCL through its Office of Sponsored Programs has placed increased emphasis on grants and contracts. Specific attention has been devoted to applying for major grants and sometimes with a team of faculty. In FY2014, UHCL has already received grants totaling \$6.66 million with three grants of \$1 million or more. One of the grants was from the U.S. Department of Education, one from the National Science Foundation, and a third from the city of San Marcos, TX. By comparison, for the previous year UHCL received \$2.8 million in grants.

FY 2015 Budget Initiatives

- *Teaching and Research Resources - \$130,416 New Resources; \$1,575,283 HEAF*
Resources will be earmarked for new laboratory equipment in order to meet the research needs of faculty and students. Funding will be provided in order for faculty to conduct research and mentor students in the laboratory. Student research projects will provide hands on experience and will also help students expand their skills by participating on several national projects that are supported by external federal and state grants and contracts. By strengthening the research infrastructure, the university wants to allow its faculty to participate in national and international research projects and conferences to share their achievements. This will not only strengthen the quality of research, but also increase UHCL's visibility and national competitiveness.

In a continuing commitment to enhance resources for teaching and research, \$250,000 will be used to upgrade faculty desktop computers which are primarily used for teaching and research. The remaining funds will be allocated to the Neumann Library for purchasing and maintaining eBooks, eBook readers, online scholarly journals, computers, DVD's and files as well as print books and print journals. Neumann Library currently provides online access to over 285,000 eBooks, 50,000 electronic journals and 9,800 films on demand with efficient access to full-text electronic journal articles.

Priority 2. Investment of Resources in FY 2015 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Teaching and Research Excellence		\$1,575,283	\$1,575,283
Faculty Research	\$130,416		130,416
Subtotal	\$130,416	\$1,575,283	\$1,705,699

Priority 3. University Infrastructure and Administration

Context

One of UH-Clear Lake's overall objectives is to provide an operationally efficient physical environment to adequately support the successful achievement of the university's mission. The purpose of this objective is to provide an environment that is conducive to learning, teaching, research, and service to students, faculty, staff, alumni, and our community.

Projects completed in FY 2014 that help UHCL maintain a 1% Deferred Maintenance (DM) to Campus Condition Index Value (CCIV) ratio include the complete removal and replacement of the Bayou Building roof and lighting upgrades. The Bayou Building structural repairs, required to correct 30 years of forced salty air around the concrete structure of the cooling tower air intake, will be completed in FY 2015. Utilizing in-house staff, UHCL renovated approximately 20,000 square feet of space in the Bayou Building and Student Services and Classroom Building to prepare for freshmen and sophomores in fall 2014. Projects include creating new office suites for Transfer Advising, Orientation and New Student Programs, Academic Advising and Testing Center, a new Math Center, Online Programs, Distance Education, Student Success Center, various other office suite renovations and a new Math/Stat Lab. These projects were initiated in FY 2013 and will be finalized by August 1, 2014. Another significant project is the upgrade of facilities and outdoor space for recreation and sports in support of UHCL's transition to a four year university in fall 2014.

FY 2015 Budget Initiatives

Campus Facilities - \$1,618,646 HEAF

UHCL will address ADA accessibility issues that arise during the year and identify new equipment purchases that will increase operating efficiencies in the Facilities Management and Construction division. Early in FY 2015, a permanent modular building will be added to the campus to house the entire Police Department. Their vacated space will be repurposed to meet needs for the Four Year Initiative and to establish an Emergency Management Center.

University Computing - \$678,471 HEAF

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

Capital Renewal and Deferred Maintenance - \$145,000 HEAF

UHCL will continue working projects from our 5-year plan to maintain a low Deferred Maintenance/Campus Condition Index Value ratio. The Bayou Building structural repairs and air balancing are two significant projects that will be completed this year. To continue providing good quality parking and driving surfaces, the annual project for infrastructure upgrades will be performed.

Faculty and Staff Benefits - \$637,921 New Resources

The funding is needed to provide benefits for faculty and staff positions paid from local funds in fiscal year 2015. The increase in FY 2015 is primarily due to the Four Year Initiative.

Operations Support - \$415,433 New Resources

Funds are held to support Four Year Initiative operational needs as they arise during the first year of implementation.

Staff Recruitment and Retention - \$639,164 New Resources

In order to both attract and retain staff, UHCL must offer salaries that are competitive with other public institutions for similar positions. With UHCL transitioning to a four year university in Fall 2014, it is imperative that UHCL be as competitive as possible in the recruitment of new staff and the retention of current experienced staff for a successful transition. For FY2015, a 3% merit pool will be allocated to recognize meritorious performance.

Priority 3. Investment of Resources in FY 2015 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Campus Facilities		\$1,618,646	\$1,618,646
University Computing		678,471	678,471
Capital Renewal and Deferred Maintenance		145,000	145,000
Faculty and Staff Benefits	\$637,921		637,921
Operations Support	415,433		415,433
Staff Recruitment and Retention	639,164		639,164
Subtotal	<u>\$1,692,518</u>	<u>\$2,442,117</u>	<u>\$4,134,635</u>

Priority 4. Community Advancement

Context

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

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

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

For fiscal year 2015, UHCL will focus on a number of new community advancement initiatives which include:

- The Cyber Security Institute was recently established in UHCL's School of Science and Computer Engineering in partnership with the Bay Area Houston Economic Partnership and NASA's JSC. The institute, which draws on the strengths of the undergraduate and graduate programs in computer science, computer information systems, and computer engineering, will offer workshops and certification programs as well as summer camps for high school students.
- The Veterans Service Office was initiated at UHCL with the hiring of a coordinator. The office will coordinate UHCL's efforts to serve veterans already at UHCL, to ease the transition of veterans from community colleges transferring to UHCL and veterans who come to UHCL as freshmen and sophomores in fall 2014.
- The Liberty Bell project is a community outreach project to secure funding for an exact replica of the Liberty Bell to serve as a focal point for programs and courses in history, government, legal studies and political science. Funding for this project has been completed and the Liberty Bell will be installed at UHCL in late spring or early summer. In addition, partnerships with area school districts for curriculum development and special events with the focus on the Liberty Bell will be developed during 2014-2015.

- Increase alumni engagement with UHCL through programs and events both on-campus and off-campus including AlumNights, Veterans Day Celebration, area chambers of commerce, Back to School Bash, and the annual Alumni Celebration.

FY 2015 Budget Initiatives

- *University Advancement Support - \$75,000 New Resources*
Funding will be used to base fund an additional position in development/fund raising and with a focus on major gifts.

Priority 4. Investment of Resources in FY 2015 Initiatives

	New Resources	HEAF	Total
University Advancement Support	\$75,000		\$75,000
Subtotal	\$75,000	\$0	\$75,000

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2015 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ (47,901)
2	State Matching Benefits	(20,886)
3	Subtotal General Revenue	<u>(68,787)</u>
Tuition and Fees		
4	Statutory Tuition	\$ 900,456
5	Designated Tuition	3,951,759
6	Academic Fees	66,803
7	Other Student Fees	438,130
8	Subtotal Tuition and Fees	<u>5,357,148</u>
Other		
9	Investment/Endowment Income	\$ 264,639
10	Indirect Cost	130,416
11	Auxiliary - Bookstore	(125,000)
12	Fund Balance Use	551,105
13	Subtotal Other	<u>821,160</u>
14	Total Net Revenue	<u>\$ 6,109,521</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations	\$ (782,993)
2	Subtotal - Reallocations/Reductions	<u>\$ (782,993)</u>

<u>Priority/Initiative Allocations</u>		C
Priority 1. Student Access and Success		
3	Student Financial Assistance	\$ 338,697
4	Academic Support	408,791
5	General Support	232,529
6	Instructional Support	415,000
7	Four Year Initiative	2,826,220
8	Faculty Recruitment and Retention	681,343
9	Faculty Promotions	92,000
10	Subtotal - Student Access and Success	<u>4,994,580</u>
Priority 2. National Competitiveness		
11	Teaching and Research Resources	130,416
12	Subtotal - National Competitiveness	<u>130,416</u>
Priority 3. University Infrastructure & Administration		
13	Faculty and Staff Benefits	637,921
14	Operations Support	415,433
15	Staff Recruitment and Retention	639,164
16	Subtotal - University Infrastructure & Administration	<u>1,692,518</u>
Priority 4. Community Advancement		
17	University Advancement Support	75,000
18	Subtotal - Community Advancement	<u>75,000</u>
19	Total Priority/Initiative Allocations	<u>\$ 6,892,514</u>

20	Total Net Reductions and New Allocations	<u>\$ 6,109,521</u>
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University of Houston-Clear Lake
Appendix B - Allocation of FY 2015 HEAF

<u>FY15 Allocation</u>		<u>Priority/Initiative</u>	<u>Allocation</u>
HEAF Allocation	\$ 5,214,167	Priority 1. Student Access and Success	
HEAF Fund Balance	498,233	Instructional Support	\$ 1,095,000
Total	<u>\$ 5,712,400</u>	Pearland Lease	<u>600,000</u>
		Subtotal	<u>\$ 1,695,000</u>
		Priority 2. Academic and Research Excellence/National Competitiveness	
		Teaching and Research Resources	\$ 1,575,283
		Priority 3. University Infrastructure and Administration	
		Campus Facilities	\$ 1,618,646
		University Computing	678,471
		Capital Renewal and Deferred Maintenance	<u>145,000</u>
		Subtotal	<u>\$ 2,442,117</u>
		Total Investments	<u>\$ 5,712,400</u>

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

	<u>FY2014</u>	<u>FY2015</u>
Funds from Endowed Scholarships	\$ 296,000	\$ 295,000
Texas Grant Program Scholarships	2,530,000	1,671,667
Texas Public Education Grant (TPEG)	1,059,158	1,123,512
Property Deposit Scholarships	50,000	30,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	1,224,342	1,457,574
Graduate Scholarships	1,194,952	1,065,887
Academic Recognition Scholarships		
B-on-Time Program*	50,000	50,000
New Student Scholarships	444,000	525,000
Scholarships - Transfer	1,050,000	950,000
Alumni Annual Fund Scholarships	1,000	2,000
Cullen Leaders Scholarships	30,000	20,000
Federal College Work Study	155,000	160,000
Federal Pell Grants	8,000,000	7,900,000
Federal Supplemental Education Opportunity Grants (SEOG)	158,935	177,069
Total	<u>\$ 16,243,387</u>	<u>\$ 15,427,709</u>

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

University of Houston-Clear Lake

Table 1 - Sources & Uses

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2013 Budget	Dollars	Percent	FY2014 Budget	Dollars	Percent	FY2015 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 29.1	\$ 1.7	6.0%	\$ 30.8	\$ (0.1)	-0.2%	\$ 30.7
2 HEAF	5.2	-	0.0%	5.2	-	0.0%	5.2
3 Tuition & Fees	50.7	2.7	5.3%	53.4	5.7	10.7%	59.1
4 Other Operating	4.9	(1.1)	-22.8%	3.7	0.3	8.8%	4.1
5 Contracts & Grants	11.5	2.4	20.8%	13.9	0.5	3.3%	14.4
6 Endowment Income/Gifts	0.6	1.2	185.9%	1.8	(0.7)	-38.3%	1.1
7 Total Sources	\$ 102.0	\$ 6.9	6.8%	\$ 108.9	\$ 5.7	5.2%	\$ 114.6
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 23.8	\$ 0.4	1.6%	\$ 24.2	\$ 2.2	9.1%	\$ 26.4
9 Salaries and Wages - Staff	26.6	2.0	7.4%	28.6	1.9	6.5%	30.4
10 Benefits	14.0	1.0	6.9%	14.9	0.7	4.6%	15.6
11 M&O	16.4	1.6	9.7%	18.0	0.9	4.9%	18.9
12 Capital	3.2	0.1	4.0%	3.3	0.4	11.2%	3.7
13 Scholarships	15.1	2.2	14.6%	17.3	(0.3)	-1.8%	17.0
14 Debt Service	0.3	(0.0)	-5.6%	0.3	0.0	0.1%	0.3
15 Utilities	2.6	(0.3)	-10.7%	2.3	0.0	0.3%	2.3
17 Total Uses	\$ 102.0	\$ 6.9	6.8%	\$ 108.9	\$ 5.7	5.2%	\$ 114.6
<u>Capital Facilities Budget</u>							
Source of Funds							
21 Other	2.4	0.8	35.1%	3.3	(1.1)	-33.7%	2.2
22 Total Sources	\$ 2.4	\$ 0.8	35.1%	\$ 3.3	\$ (1.1)	-33.7%	\$ 2.2
Use of Funds by Object							
23 Construction	\$ 1.1	\$ (0.7)	-61.4%	\$ 0.4	\$ 1.2	276.4%	\$ 1.6
24 Major Rehabilitation	1.3	1.5	116.5%	2.8	(2.3)	-80.3%	0.6
26 Total Uses	\$ 2.4	\$ 0.8	35.1%	\$ 3.3	\$ (1.1)	-33.7%	\$ 2.2
<u>Total Operating, Restricted and Capital Budget</u>							
27	\$ 104.4	\$ 7.8	7.5%	\$ 112.2	\$ 4.6	4.1%	\$ 116.8

University of Houston-Clear Lake

Table 2 - Operations

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 23,986,560	\$ (47,901)	-0.2%	\$ 23,938,659
Special Items	464,845			464,845
Less: Rider Reduction Estimates	(368,165)			(368,165)
State Benefits Appropriation	6,732,708	(20,886)	-0.3%	6,711,822
Subtotal State General Revenue Appropriations	30,815,948	(68,787)	-0.2%	30,747,161
Tuition and Fees				
Statutory & Graduate Premium	13,864,058	964,810	7.0%	14,828,868
Lab/other Student Fees	800			800
Subtotal Tuition and Fees	13,864,858	964,810	7.0%	14,829,668
HEAF	5,214,167			5,214,167
Aux Admin Chg/Other	23,000			23,000
Income on State Treasury Deposits	38,200	(8,200)	-21.5%	30,000
Fund Balance	280,000	693,251	247.6%	973,251
Subtotal General Funds	50,236,173	1,581,074	3.1%	51,817,247
Designated				
Tuition and Fees				
Designated Tuition - General	25,192,860	3,922,623	15.6%	29,115,483
Designated Tuition - Differential	1,965,112	109,232	5.6%	2,074,344
Library Fee	1,214,335	(1,214,335)	-100.0%	
Technology Fee	2,411,198	(2,411,198)	-100.0%	
Information Resource Fee		4,002,594	na	4,002,594
Major/Department/Class Fees	4,287,856	183,846	4.3%	4,471,702
Subtotal Tuition and Fees	35,071,361	4,592,762	13.1%	39,664,123
Indirect Cost	212,594	130,416	61.3%	343,010
Investment Income on Non-Endowed Funds	139,251	1,645	1.2%	140,896
Endowment Income	187,075	282,267	150.9%	469,342
Contracts / Grants / Gifts	66,075	(2,765)	-4.2%	63,310
Self Supporting Organizations/Others	1,053,982	(24,201)	-2.3%	1,029,781
Fund Balance	1,314,607	22,850	1.7%	1,337,457
Subtotal Designated Funds	38,044,945	5,002,974	13.2%	43,047,919
Auxiliary Enterprises				
Student Fees				
Student Service Fee	3,804,868	164,311	4.3%	3,969,179
Other Student Fees	631,333	(32,449)	-5.1%	598,884
Subtotal Student Fees	4,436,201	131,862	3.0%	4,568,063
Sales & Service - Parking	807,297	15,300	1.9%	822,597
Sales & Service - Athletics/Hotel/UC/Other	716,917	(135,950)	-19.0%	580,967
Fund Balance	200,940	(190,747)	-94.9%	10,193
Subtotal Auxiliary Funds	6,161,355	(179,535)	-2.9%	5,981,820
Total Current Operating Funds	94,442,473	6,404,513	6.8%	100,846,986
Interfund Transfer	(1,294,958)	(455,000)	35.1%	(1,749,958)
Total Sources	\$ 93,147,515	\$ 5,949,513	6.4%	\$ 99,097,028
Use of Funds by Object				
Salaries and Wages	\$ 51,311,490	\$ 3,806,645	7.4%	\$ 55,118,135
Benefits	14,633,303	682,853	4.7%	15,316,156
M&O	15,404,705	481,983	3.1%	15,886,688
Capital	3,347,174	352,670	10.5%	3,699,844
Scholarships	5,843,041	619,180	10.6%	6,462,221
Debt Service	324,871	432	0.1%	325,303
Utilities	2,282,931	5,750	0.3%	2,288,681
Total Uses	\$ 93,147,515	\$ 5,949,513	6.4%	\$ 99,097,028

University of Houston-Clear Lake

Table 3 - Restricted

	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 2,965,557	\$ 1,311,405	44.2%	\$ 4,276,962
Financial Aid	10,950,185	(858,333)	-7.8%	10,091,852
Gifts	645,550	(490,850)	-76.0%	154,700
Endowment Income	276,632	49,699	18.0%	326,331
Other Restricted	913,661	(267,635)	-29.3%	646,026
Total Current Operating Funds	15,751,585	(255,714)	-1.6%	15,495,871
Interfund Transfer	11,329	521	4.6%	11,850
Total Sources	\$ 15,762,914	\$ (255,193)	-1.6%	\$ 15,507,721
Use of Funds by Object				
Salaries and Wages	\$ 1,433,802	\$ 257,001	17.9%	\$ 1,690,803
Benefits	292,153	1,836	0.6%	293,989
M&O	2,571,221	394,736	15.4%	2,965,957
Capital		22,347	na	22,347
Scholarships	11,465,738	(931,113)	-8.1%	10,534,625
Total Uses	\$ 15,762,914	\$ (255,193)	-1.6%	\$ 15,507,721

University of Houston-Clear Lake

Table 4 - Capital Projects

	Project to Date (1)	FY2015 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
Recreation Fields	\$ 125,000		\$ 625,000	\$ 750,000				\$ 750,000
Modular Building	1,257,881	1,600,000		2,857,881	1,926,899			930,982
Subtotal New Construction	\$ 1,382,881	\$ 1,600,000	\$ 625,000	\$ 3,607,881	\$ 1,926,899	\$ -	\$ -	\$ 1,680,982
Major Repair and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance	\$ 2,962,314			\$ 2,962,314	\$ 1,596,159			\$ 1,366,155
4YI Renovations	1,029,555	150,000		1,179,555	300,000			879,555
Parking Lot/Roadway Maintenance	216,684	405,322		622,006				622,006
Subtotal Major Repairs & Rehabilitation	\$ 4,208,553	\$ 555,322	\$ -	\$ 4,763,875	\$ 1,896,159	\$ -	\$ -	\$ 2,867,716
Total	\$ 5,591,434	\$ 2,155,322	\$ 625,000	\$ 8,371,756	\$ 3,823,058	\$ -	\$ -	\$ 4,548,698

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University of Houston-Clear Lake

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2014 Budget	-----Change-----		FY2015 Budget
		FTE	Percent	
Faculty	205	13	6.3%	218
Part-time Faculty	104	15	14.4%	119
Professional Staff	308	10	3.2%	318
Classified Staff	274			274
Temporary Staff	131	31	23.7%	162
Total	1,022	69	6.8%	1,091

University of Houston-Clear Lake

Table 6 - Student Credit Hours, Headcount, and FTE

	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014 Budget	FY2015 Budget	FY15 vs FY14 Change
Semester Credit Hours						
Lower Division					9,000	9,000
Upper Division	105,121	105,364	105,647	105,644	106,229	585
Masters	56,232	56,773	54,697	55,079	55,471	392
Total	161,353	162,137	160,344	160,723	170,700	9,977
Semester Credit Hours-On/Off Campus						
On Campus	113,076	111,147	106,789	107,127	116,853	9,726
Off Campus	48,277	50,990	53,555	53,596	53,847	251
Total	161,353	162,137	160,344	160,723	170,700	9,977
Fall Headcount	8,099	8,185	8,153	8,153	8,584	431
Fall FTE	4,966	5,052	5,044	5,044	5,453	409

Note: The FY2015 Budget reflects Fall 2013, Spring 2013 and Summer 2013 Actuals plus Four Year Initiative projection.

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

Sources	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 3,804,868	\$ (24,689)	-0.6%	\$ 3,780,179
Revenue from Four Year Initiative		189,000	na	189,000
4 Yr Initiative Allocation 3049 - Fund Balance	167,574	(167,574)	-100.0%	
Total Sources	\$ 3,972,442	\$ (3,263)	-0.1%	\$ 3,969,179
Allocations				
AVP, Student Affairs	\$ 226,201	\$ (4,830)	-2.1%	\$ 221,371
Career and Counseling	819,976	51,779	6.3%	871,755
Financial Aid	511,740	(511,740)	-100.0%	
Health Service	217,690	35,176	16.2%	252,866
Disability 3049	109,239	(754)	-0.7%	108,485
Intercultural/International Student Services	329,378	26,144	7.9%	355,522
Student Life	288,788	3,976	1.4%	292,764
Student Transportation	80,273	1,273	1.6%	81,546
Orientation and Welcome Week	139,044	(10,502)	-7.6%	128,542
Annual Leadership Conference	32,600			32,600
Dean of Students	443,642	7,123	1.6%	450,765
Student Cultural Arts	28,000			28,000
Student Government Association	22,500			22,500
Fitness and Wellness	78,056			78,056
Student Life Programs	14,120			14,120
Student Publications	88,516	23,138	26.1%	111,654
Women's Services	65,961	(9,614)	-14.6%	56,347
Utilities	90,000			90,000
Custodial	29,363	563	1.9%	29,926
Administrative Charge	104,160			104,160
System Service Charge	23,000			23,000
SGA Executive Council	2,500			2,500
SSF Unallocated		12,429	na	12,429
International Student Program	7,000			7,000
Educational Program and Outreach	24,000	(9,614)	-40.1%	14,386
Student Success Tutors	16,000	135,200	845.0%	151,200
Student ID Cards		55,675	na	55,675
Writing Center		173,101	na	173,101
PC - Dean of Students	97,570	1,402	1.4%	98,972
PC - Career and Counseling	37,312	787	2.1%	38,099
PC - Student Services Unallocated	40,813			40,813
FYI Unallocated	5,000	16,025	320.5%	21,025
Total Allocations	\$ 3,972,442	\$ (3,263)	-0.1%	\$ 3,969,179

University of Houston-Clear Lake

Note to Table 2: Operations Expenditures By Organization

	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 810,480	\$ 7,180	0.9%	\$ 817,660
University Advancement	1,301,325	92,085	7.1%	1,393,410
Subtotal President	2,111,805	99,265	4.7%	2,211,070
Academic Affairs				
Information Resources	540,687	16,946	3.1%	557,633
University Computing	5,753,812	291,137	5.1%	6,044,949
Library	3,674,529	154,724	4.2%	3,829,253
Sr. VP and Provost	3,003,081	(595,428)	-19.8%	2,407,653
Student Services	4,403,545	574,115	13.0%	4,977,660
Enrollment Management	10,693,086	893,888	8.4%	11,586,974
Academic Affairs	1,851,285	522,314	28.2%	2,373,599
Business	10,355,329	148,816	1.4%	10,504,145
Education	6,536,977	142,398	2.2%	6,679,375
Human Sciences and Humanities	8,377,034	962,928	11.5%	9,339,962
Science and Computer Engineering	6,953,027	1,246,299	17.9%	8,199,326
Subtotal Academic Affairs	62,142,392	4,358,137	7.0%	66,500,529
Administration and Finance				
VP Administration & Finance	7,068,325	15,479	0.2%	7,083,804
Facilities Management & Construction	4,036,203	717,275	17.8%	4,753,478
Utilities	2,282,931	5,750	0.3%	2,288,681
Subtotal Administration & Finance	13,387,459	738,504	5.5%	14,125,963
Other				
Unallocated: Other	21,611	79,945	369.9%	101,556
Debt Service	324,871	432	0.1%	325,303
System Service Charge	2,307,132	(85,260)	-3.7%	2,221,872
Other Transfers	117,684	7,151	6.1%	124,835
Staff Benefits	12,439,561	751,339	6.0%	13,190,900
Insurance Premiums	295,000			295,000
Subtotal Other	15,505,859	753,607	4.9%	16,259,466
Total Uses	\$ 93,147,515	\$ 5,949,513	6.4%	\$ 99,097,028

University of Houston-Clear Lake

Note to Table 3: Restricted Expenditures By Organization

	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
Use of Funds by Organization				
President				
President's Office	\$ 4,635	\$ 669	14.4%	\$ 5,304
University Advancement	7,589	334	4.4%	7,923
Subtotal President	12,224	1,003	8.2%	13,227
Academic Affairs				
Information Resources	239,604	476,392	198.8%	715,996
Library	97,826	(87,613)	-89.6%	10,213
Sr. VP and Provost		479,382	na	479,382
Student Services	434,744	(317,027)	-72.9%	117,717
Enrollment Management	12,062,849	(1,070,292)	-8.9%	10,992,557
Business	3,500	13,129	375.1%	16,629
Education	1,093,114	22,959	2.1%	1,116,073
Human Sciences & Humanities	886,129	(21,362)	-2.4%	864,767
Science and Computer Engineering	724,926	451,234	62.2%	1,176,160
Subtotal Academic Affairs	15,542,692	(53,198)	-0.3%	15,489,494
Administration and Finance	207,998	(202,998)	-97.6%	5,000
Total Uses	\$ 15,762,914	\$ (255,193)	-1.6%	\$ 15,507,721

6.1 WORKLOAD POLICY FOR FACULTY

Approved by University Council May 8, 1997

1.0 Purpose and Scope

The purpose of this policy is to provide guidelines for the assignment of workload for full time non-tenure and tenure track faculty. A separate policy applies to part time faculty and is given in the faculty handbook.

2.0 Policy Statement

The faculty and administration of the University of Houston-Clear Lake adhere to the following guidelines to ensure the delivery of the highest quality instructional program possible to students and to promote scholarship and professional service.

3.0 Responsibility for Administration of Policy

The deans of the schools, in collaboration with their respective associate deans, are responsible for implementing procedures to ensure adherence to the university workload policy for faculty. The deans are responsible to the senior vice president and provost who has overall responsibility for UHCL's workload policy, including academic assignments. The office of the Senior Vice President and Provost is responsible for preparing the faculty workload reports, based on the information provided by the schools.

Within their areas of responsibility, the deans certify that faculty have been assigned professional duties that are appropriate to the individual faculty member and which ensure effective management of the academic component.

3.1 Faculty: Non-Tenure Track

Normal Workload. The normal teaching load for a full-time, non-tenure track faculty member is twelve (12) semester credit hours, but deans may make exceptions for good and sufficient reasons. Visiting faculty members should have the same classroom teaching load as tenure track faculty. Other responsibilities for non-tenure track faculty will be assigned by the dean as appropriate.

3.2 Faculty: Tenure Track

Normal Workload. The normal teaching load for a full-time tenure-track faculty member is nine (9) semester credit hours per long semester. In addition to carrying the normal teaching load, faculty members are responsible for student advising and mentoring; school, university and system curriculum development; and maintaining an active involvement in research, scholarship, or creative activity. Faculty members are also responsible for service activities, such as academic program reviews; accreditation studies; shared governance; and faculty service to their profession and to the local community. Those activities beyond the normal nine hour teaching load shall be counted as the equivalent of three (3) semester credit hours.

4.0 Course-Load Equivalencies

Definition. A course is equated to three semester credit hours.

4.1 Laboratory teaching where the faculty member is present in the laboratory with or without an assistant. Two laboratory class hours are normally equated to one semester credit hour.

4.2 Supervision of student teachers/teaching interns. Supervision of six student teachers is normally equated to one three semester credit hour course.

4.3 Supervision of student interns. Supervision of six student interns is normally equated to one three semester credit hour course with the approval of the appropriate dean. Program requirements agreed upon by the program faculty and dean will determine the specific number of interns equivalent to one course.

4.4 Independent Studies. Course-load equivalencies for faculty supervising Independent Studies will

be handled by the individual schools.

4.5 Thesis direction. A faculty member will receive one course release for every 24 credit hours of thesis research completed. A faculty member cannot count one student for more than six (6) credit hours of thesis credit for purpose of this policy.

4.6 Master's Projects. Course-load equivalencies for faculty chairing Master's Projects will be handled by the individual schools.

5.0 Flexible Teaching Assignments

Faculty may request, and deans may assign, with the approval of the faculty member involved, an additional course in one long-semester in return for a reduction of one course in a long semester to be decided in negotiation between the faculty member and the dean.

Tenured faculty members may request to teach an additional three hour class in order to be evaluated primarily in teaching. The weights (Research, Teaching, Service) would be negotiated with the appropriate dean's office. This agreement must be renewed each academic year. The faculty member is advised to consider the effect the choice of weights may have on promotion.

The weighting structure (Research, Teaching, and Service) plays an important role in the granting of tenure. Untenured faculty should not be assigned duties outside this structure that diminish the likelihood of being granted tenure. Additionally, untenured faculty should not be given the option to teach more courses than required by the normal workload.

6.0 Course Releases

6.1 New tenure-track faculty.

Course releases for newly appointed, terminally-degreed, tenure-track faculty will be determined at the school level.

6.2 University Funded Course Releases.

The dean may approve an internally funded reduction in a faculty member's teaching load to allow the faculty member additional time for special research, administrative assignments, professional service, or other legitimate activity of value to the university. These assignments will be reviewed by the provost. If the provost requests a dean to release a faculty member from a course for a special assignment, then the provost will be expected to reimburse the school at a negotiated rate. Faculty are still responsible for their non-instructional duties. However, in special cases some or all non-instructional duties may be reassigned with the approval of the dean of the school involved.

6.3 Cost of Releases Not Funded by the University.

Normally, each course release must provide for funding at a rate of 1/8 of the faculty member's 9 month salary plus cost of benefits. The university may set a different funding rate for individual releases at the discretion of the appropriate dean. Faculty are still responsible for their non-instructional duties. However, in special cases some or all non-instructional duties may be reassigned with the approval of the dean of the school involved.

6.4 Deans and Associate Deans

In consideration of their administrative duties, deans and associate deans normally teach one course per semester.

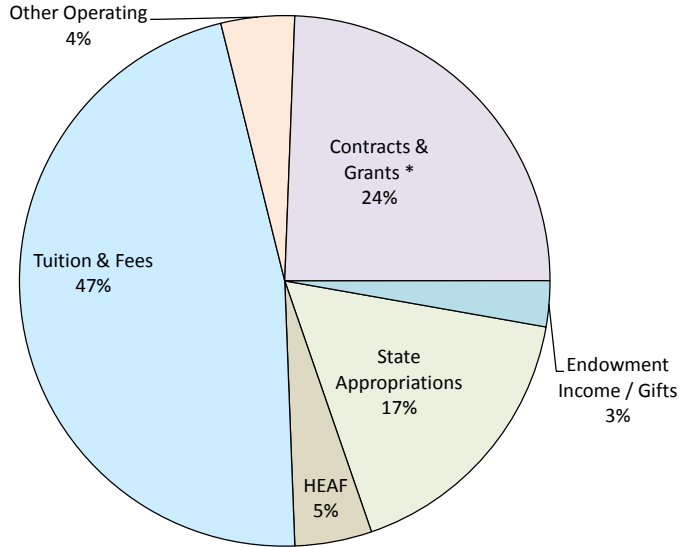
6.5 Documentation

Course release approvals/disapprovals of both the appropriate dean and academic area administrator are required to be in writing. Annual reports on administrative and other course releases, approved by the provost's office, will be available in the provost's office.

UH-Downtown Budget

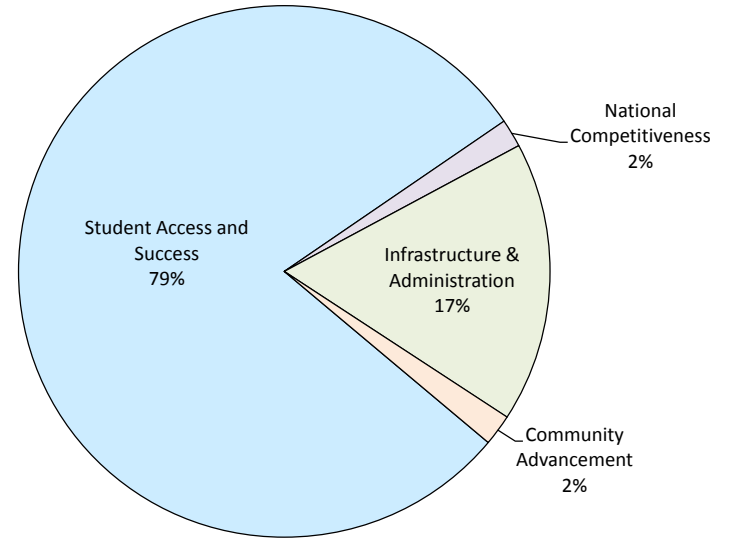
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$158.3 Million

Operating Budget Use of Funds



Total \$158.3 Million

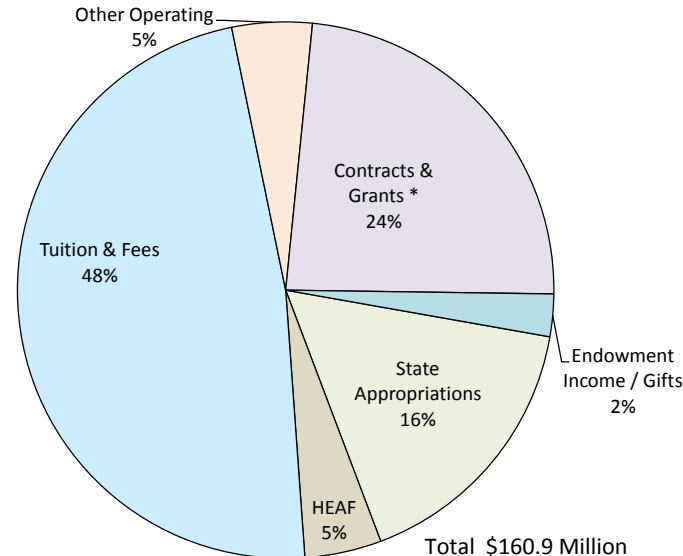
Total Budget

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

5.1

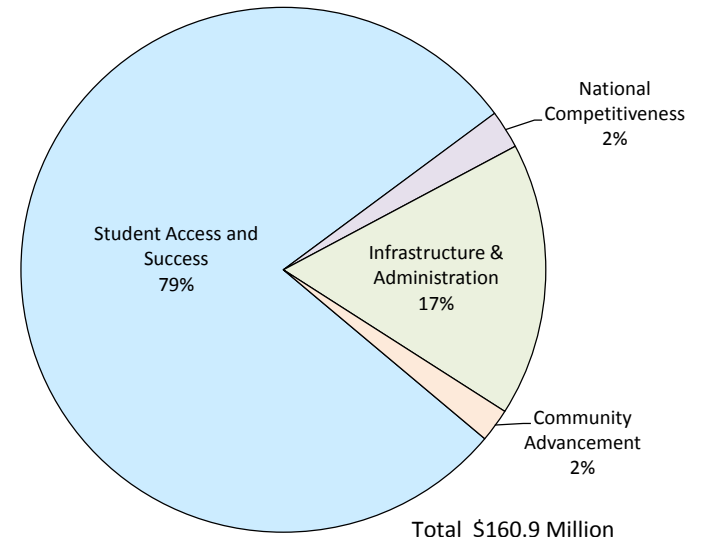
FY2015

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$160.9 Million

Operating Budget Use of Funds



Total \$160.9 Million

Total Budget

	\$ Millions
Operating Budget	\$ 160.9
Capital Facilities	16.5
Total	\$ 177.4

UH - Downtown
Revenues FY2011 - FY2015
\$ in Millions

	A	B	C	D	E
	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Budgeted	Proposed
1 State Appropriations **	\$ 33.9	\$ 25.0	\$ 24.5	\$ 26.8	\$ 26.5
2 HEAF	7.4	7.4	7.4	7.4	7.4
3 Tuition & Fees	59.8	63.6	69.1	74.0	77.1
4 Other Operating	8.3	7.8	6.8	7.1	7.8
5 Contracts & Grants *	40.1	38.3	36.5	38.6	38.0
6 Endowment Income / Gifts	1.6	1.5	2.5	4.4	4.1
7 Total	<u>\$ 151.1</u>	<u>\$ 143.6</u>	<u>\$ 146.8</u>	<u>\$ 158.3</u>	<u>\$ 160.9</u>

* Includes Federal financial aid

** Includes the move of \$6.2 million in debt service to UHSA in FY2012 and FY2013

UH - Downtown
Expenditures FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 Student Access and Success	\$ 100.4	\$ 100.0	\$ 110.3	\$ 125.6	\$ 126.7
2 National Competitiveness	1.9	2.6	1.4	2.7	3.8
3 Infrastructure & Administration *	28.7	22.8	25.1	27.0	27.1
4 Community Advancement	2.6	4.3	3.8	3.0	3.3
5 Total	<u>\$ 133.6</u>	<u>\$ 129.7</u>	<u>\$ 140.6</u>	<u>\$ 158.3</u>	<u>\$ 160.9</u>

* Includes the move of \$6.2 million in debt service to UHSA in FY2012 and FY2013

**University of Houston - Downtown
FY2015 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2015 Total	FY 2014 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	21,552,589		161,340	21,713,929						33,057	21,746,986	21,204,163
3 Non-Tenure Track Faculty	3,380,204		162,104	3,542,308	12,855						3,555,163	3,048,680
4 Adjunct Faculty	3,903,042			3,903,042							3,903,042	3,967,042
5 Graduate Assistant				-							-	
6 Exempt Staff	733,690	508,338	8,241,260	9,483,288	918,856	2,451,287	6,642,938	547,900		2,379,564	22,423,833	21,216,650
7 Non-Exempt Staff	740,909	30,052	4,037,724	4,808,685	374,159	596,441	3,647,763	1,238,654		574,806	11,240,508	10,558,824
8 Student Employees	167,578	1,420	289,812	458,810	71,297	187,217	85,053	7,238	487,870	315,978	1,613,463	1,509,451
9 Summer Instruction Salaries	2,384,953			2,384,953							2,384,953	2,384,953
10 Benefits	6,959,695	171,438	3,262,252	10,393,385	353,920	886,429	2,733,037	554,671		821,524	15,742,966	15,383,776
11 Subtotal	39,822,660	711,248	16,154,492	56,688,400	1,731,087	4,121,374	13,108,791	2,348,463	487,870	4,124,929	82,610,914	79,273,539
12 Capital			4,473,334	4,473,334		184,706	1,884,981	54,813		39,200	6,637,034	6,669,936
13 M&O	1,347,569	3,027,434	6,297,096	10,672,099	1,556,021	843,468	5,027,144	2,681,180		2,934,392	23,714,304	23,093,782
14 Travel & Business Expense	197,600	16,150	257,450	471,200	43,700	22,800	159,600	3,800		248,900	950,000	950,000
15 Debt Service										697,919	697,919	730,734
16 Utilities								1,881,070		258,842	2,139,912	2,175,000
17 Scholarship & Fellowship				-					44,143,385		44,143,385	45,416,966
18 Subtotal	1,545,169	3,043,584	11,027,880	15,616,633	1,599,721	1,050,974	7,071,725	4,620,863	44,143,385	4,179,253	78,282,554	79,036,418
19 Total Expenditure Budget	\$ 41,367,829	\$ 3,754,832	\$ 27,182,372	\$ 72,305,033	\$ 3,330,808	\$ 5,172,348	\$ 20,180,516	\$ 6,969,326	\$ 44,631,255	\$ 8,306,182	\$ 160,895,468	\$ 158,311,957

5.4

University of Houston-Downtown Mission and Goals

Vision

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

Mission

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

UHD Strategic Plan 2020

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

Consistent with the goals and objectives identified in *SP 2020*, the University leadership identified five key performance targets on which to focus. Within the context of the overarching UH System goals, thoughts of how to "move the needle" on these key targets guided the Planning and Budget Development Committee (PBDC) as it worked to develop the FY 2015 plan and budget. The key performance targets that UHD expects to achieve by 2020 are:

- Double the six-year graduation rate for full-time, first-time-in-college students to 28 percent
- Increase enrollment to 18,000
- Increase graduate enrollment to 5 percent of total enrollment
- Increase external research funding to \$10 million per year
- Achieve total of \$30 million in gifts to the University

Overview of UHD's FY 2015 plan

In FY 2015 UHD will celebrate its 40th anniversary. While still a young institution, UHD has come a long way over these four decades. When UHD took over the assets of South Texas Junior College back in 1974 it enrolled 2,397 students. A year later UHD awarded its first degrees – to 45 students, all of whom had earned a BS in Criminal Justice. At that time the UHD campus consisted of the One Main Building, a significant portion of which was still being leased to tenants, and a dilapidated hotel at the bottom of the Main Street Bridge. UHD's chief asset at that time was a hardy band of faculty and staff who looked at the situation and saw not what it was, but what it could be.

Today UHD enrolls almost 14,000 students, and over this coming year more than 2,400 students will be awarded degrees from a range of undergraduate and graduate fields of study. Along with the fully renovated One Main Building, the campus now includes three modern classroom buildings, a student life/recreation center, and a small conference facility. Known to few back in 1974, UH-Downtown is now a key contributor in meeting the higher education needs of the Greater Houston area. Through all of this UHD's chief asset continues to be its faculty and staff, and like those who came before, this current group firmly believes there are only better days ahead.

In developing its *Overview of UHD's FY 2014 Plan* one year ago, UHD stated that going forward it would place greater emphasis on student success. This was noteworthy because in prior years the goal of student success had to compete with another goal that was seen as equally important, namely, that UHD be seen as an institution providing access. The clearest signal that UHD was focusing more intently on the academic success of its students was the decision to implement admission standards, which went into effect in Fall 2013.

Not unexpectedly, the adoption of admission standards for first-time-in-college (FTIC) students had an impact on FY 2014 enrollments. Our hope, as stated in the FY 2014 Plan, was that “improve[d] retention through better advising, mentoring, and tutoring [would] offset any lost enrollment that [might] occur due to new admission standards.” In the end, Fall 2013 enrollment (13,757) declined slightly from the record enrollment experienced in Fall 2012 (13,916). However, even before the Fall 2013 freshmen have completed their first year, early returns are indicating that the desired pay-off of improved performance metrics is beginning to materialize. The percentage of freshmen who re-enrolled for their second semester was a UHD record 91 percent, up from 86 percent the previous year. The performance of the Fall 2013 freshman cohort compared to previous cohorts has also shown improvement in terms of GPA, number of hours earned, and success in key gateway courses.

The changes being made at UHD to improve academic support services are also having a positive impact on transfer students, who represent 70 percent of the new students coming into UHD each year. Fall 2013 figures show that the one-year retention rate for transfers (74 percent) has increased from the previous year. At the May 2014 meeting of the UHS Board of Regents, UHD will request approval to implement admission standards for transfer students beginning in Fall 2015, which we expect will improve the success rates for this group just as they have for FTICs. The changes being made by UHD - admission standards applied to FTICs and transfers along with enhanced academic support services - will improve persistence rates across the board. Academically-prepared students who previously would have passed over UHD are now beginning to apply and enroll. In time, these changes will transform UHD into a university of choice, paving the way for sustained growth.

It is understood that improved retention rates today will translate into higher enrollment and improved graduation rates tomorrow. While admission standards will contribute to greater retention rates, equally important is the work being done to improve advising, mentoring, and tutoring, and to infuse high-impact practices into the curriculum. These efforts will benefit *all* students, not just the newly admitted, and we

are beginning to see that already. The FY 2013 six-year graduation rate for full-time FTICs has increased to 14.1 percent compared to the previous year's 11.8 percent. For the cohort that will complete their sixth year in August 2014, 17 percent had already graduated by December 2013. These rates remain low, but this steady improvement can be viewed as evidence that our strategies are sound and that UHD is now on track to achieve its six-year graduation rate goal.

Another indicator that UHD is moving in the right direction involves developmental coursework. Over the past decade the percentage of full-time students requiring developmental instruction has fallen by a remarkable 42 percentage points, while performance in developmental courses has improved. As an example of the improvement, over the last four freshman cohorts there has been an 11 point jump in the percentage of students passing developmental math within three semesters.

For many UHD students, accessing a university education would not be possible without UHD. One critical element of UHD's remaining an accessible institution is its affordability. UHD is currently among the most affordable universities in Texas. Even with the tuition rate increase that was approved for FY 2015, UHD will continue to enjoy that distinction.

In determining which new initiatives to recommend for funding, the focus was on tying requests to *SP 2020* and key student success indicators on UHD's Progress Card. For FY 2015 UHD will have \$6.4 million for new initiatives, including new revenue, reallocated dollars, and one-time funds, and almost two-thirds of this will be devoted to enhancing student success. Highlights include \$1.2 million to increase scholarship funds; \$543,000 to build on the advising, mentoring, and tutoring initiatives begun last year; \$759,000 to recruit and retain highly qualified faculty; \$275,000 to improve teaching and learning; and over \$600,000 to accommodate surging enrollments in high-demand programs such as Computer Science, Communication Studies, Accounting, Biology, and Criminal Justice.

It should be noted that none of these initiatives promoting student success can bear fruit without the foundation of adequate support infrastructure. Accordingly, UHD's FY 2015 budget commits almost \$2.5 million to recruiting and retaining highly qualified staff, maintaining and upgrading facilities and technology assets, keeping the campus secure, and covering increases in administrative and operational costs.

The planning and budgeting process

Planning and budgeting at UHD, guided by the UH System goals and *SP 2020*, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. Division administrators then present their plans and related budget requests to the Planning and Budget Development Committee (PBDC, 20 members including faculty, staff, administrators, and students), which works to consolidate them into a single university plan. This group then makes its recommendations to the president, who makes the final decisions.

An important feature of UHD's planning process is the "Look Back" exercise, in which division heads review with the PBDC how budgeted funds were spent during the most recently concluded fiscal year. This exercise brings greater accountability to the planning and budget development process and also helps to identify previously allocated funds that might be available for reallocation.

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

Summary of Reallocations and Operating Efficiencies

In developing its budget for FY 2015, UHD will reallocate more than \$1.3 million in order to positively impact student success.

Primary sources of reallocated funds

- Eliminated three assistant vice president positions \$297,545
- Funds redirected to new priorities \$991,360

Primary uses of reallocated funds

- Student support services \$470,000
- Improving instruction (hiring faculty, strengthening assessment, high-impact educational experiences, tutoring) \$335,725
- Strengthen academic advising \$315,680
- Support rapidly-growing academic programs \$194,500

The largest portion of funds made available through reallocation were directed to strengthening support services that are essential in order for students to succeed in their academic careers, such as Financial Aid, course scheduling and registration, and student records. Reallocated funds will also strengthen the quality of teaching and learning in multiple ways. The major initiative that was begun in FY 2014 to improve academic advising will continue, aided in part by reallocated funds. Reallocated funds will also be used to provide additional faculty positions to support high-demand degree programs in Criminal Justice and Social Work. Finally, reallocated funds will be used to address urgent staffing needs in order to maintain the infrastructure necessary for achieving our student success goals. Examples include adding degree program coordinators, an assistant dean for the College of Sciences and Technology, and the College of Business's Director of Assurance of Learning.

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

Appropriated funds per FTE student (THECB State Accountability System)

	<u>FY 2013</u>
Statewide average	\$5,873
UH-Downtown	\$3,350

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

	<u>FY 2014</u>
Statewide average	\$7,650
UH-Downtown	\$6,267

UH System Goal of Student Success

Context

The 2,396 degrees awarded by UHD in FY 2013 was nearly double the 1,444 awarded ten years earlier. During that time, underrepresented minority graduates have increased by 200 percent. UHD continues to be among the national leaders in baccalaureate degrees awarded to minority students, ranking 43rd for Hispanic graduates and 49th for African American graduates. In the rapidly growing field of Accounting, UHD ranked 5th nationally for Hispanic graduates and 11th for African American graduates.

UHD's FY 2015 plan will build on this success by continuing initiatives begun in previous years. For example, the FY 2014 budget funded significant improvements in academic advising, which have resulted in the student-per-advisor ratio being reduced from 700-to-1 to 400-to-1. The FY 2014 budget also made more tutoring opportunities available to students, and in the last two years, the number of students visiting the Academic Support Center increased by 64 percent. The FY 2015 budget will provide funding to maintain progress in these and other areas contributing to student success.

In addition to improving advising and tutoring and increasing scholarships, UHD's strategy to improve retention and graduation rates is built around expanding high-impact educational practices (HIPs). Among the FY 2015 initiatives that will support HIPs at UHD is additional funding for the newly-established Center for Teaching and Learning Excellence. This Center serves as a resource for faculty seeking to further infuse HIPs, such as service learning and community engagement, into the curriculum.

The Center will also support faculty as they examine best practices in areas such as online delivery and course redesign. UHD is already making great strides in course redesign but until now has lacked the support infrastructure to scale up what has been found to work well. An example is UHD's Biology 1301 course. As a result of course redesign conducted over the past two years, which involved no reduction in academic rigor, the number of freshmen passing Biology 1301 with a grade of C or better has increased by 30 percentage points. It is expected that many other courses, both STEM and non-STEM, will similarly benefit from a review of structure and methods.

FY 2015 Budget Initiatives

- *Scholarship Support/Recruiting/Enrollment Services (\$1,200,000 Operating Funds, \$135,000 HEAF)*
UHD will add \$680,000 for institutional scholarships through the designated tuition set-aside program. We will also add \$100,000 in merit-based scholarships to our base budget and another \$420,000 in one-time funding with the intent of adding this amount to the base in future years. In FY 2015 UHD students will have access to approximately \$44 million of non-loan financial aid, mostly in the form of Federal Pell Grants.

UHD will apply \$135,000 of HEAF to construct a Financial Aid call center as that function is brought in-house, reconfigure the Registrar's Office to accommodate functions and personnel previously operating in the colleges, and increase the capacity of the Academic Support Center to address student needs.

- *Strengthened Advising, Mentoring, Tutoring (\$542,680 Operating Funds, \$13,000 HEAF)*
Over the last three years UHD has undertaken an aggressive campaign to dramatically improve the ways in which advising, mentoring, and tutoring services are provided to students. Indications are that these efforts are yielding the desired results. Since FY 2008, the one-year retention rate for full-time FTICs has increased from 56 percent to 63 percent. In order to continue this progress, \$175,000 will

be used to expand tutoring services in the Writing Center (part of the Academic Support Center) and to bolster the Supplemental Instruction program.

The initiative to strengthen academic advising that began in FY 2014 will continue in FY 2015 with the hiring of more advisors in both the central advising office and the college-based advising offices. The majority of the funds to support this initiative come from a \$1 million Houston Endowment gift made in FY 2013.

- *High-Impact Educational Experiences (\$275,095 Operating Funds)*
UHD's *Vision Statement* points to a future in which "all students are engaged in high-impact educational experiences." A key to realizing that vision is the new, professionally-staffed Center for Teaching and Learning Excellence, for which funding began in FY 2014. In FY 2015 an Assistant Director will be hired.

In order to further ensure that students are receiving high quality instruction and that the college is meeting its objectives with regard to desired learning outcomes, this year the College of Business hired a Director of Assurance of Learning. This position is funded with reallocated dollars in FY 2014 and will be again in FY 2015. The intent is to get the position into the base budget for FY 2016. A Director is also being hired to lead UHD's new Center for Critical Race Studies.

UHD's Campus Ambassadors serve multiple functions that boost recruitment, enrollment, and community goodwill. In win-win fashion, serving as a Campus Ambassador is also an enriching, high impact experience for participating students. In FY 2015 the program will be maintained through a combination of reallocated and one-time funds.

- *Recruit/Retain Highly Qualified Faculty (\$759,000 Operating Funds)*
The quality of any university is tied directly to the quality of its faculty. Recruiting and retaining exceptional faculty in the highly-competitive academic marketplace is an ongoing challenge. For FY 2015, UHD has established a 3 percent faculty salary pool (\$675,000) to be used to provide additional merit-based increases for faculty.

The FY 2015 plan also provides \$84,000 to cover the cost of promotions in rank for full-time faculty.

- *Library Support (\$2,350,184 HEAF)*
HEAF funds are allotted each year to maintain a strong library budget that can accommodate the costs of library materials, especially electronic materials. In the coming year, annual charges for items such as databases and journal subscriptions will account for 80 percent of library HEAF expenditures, with the remaining 20 percent going to cover the purchase of books, e-books, videos, and recordings.
- *Student Labs and Classroom Equipment (\$1,363,150 HEAF)*
These funds will be used for scheduled equipment upgrades in computing labs, replacing aging multimedia equipment and classroom presentation systems, and construction to support the Theater program and to provide space for the new Center for Critical Race Studies.
- *Accommodate Continued Growth (\$661,780 Operating Funds, \$150,000 HEAF)*
Continuing to rebalance its faculty composition, in FY 2015 UHD will add five new Instructional Faculty positions – faculty whose responsibilities will be weighted mostly toward teaching. This additional full-time faculty coverage will better support UHD's emphasis on high-impact, high-engagement practices while also reducing UHD's reliance on adjunct faculty. These new faculty will teach in high-demand, high-growth areas.

Investment of FY 2015 Resources in Student Success Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Scholarship Support/Recruiting/Enrollment Services	\$1,200,000	\$135,000	\$ 1,335,000
Strengthened Advising, Mentoring, Tutoring	\$542,680	\$13,000	\$ 555,680
High-Impact Educational Experiences	\$275,095		\$275,095
Recruit/Retain Highly Qualified Faculty	\$759,000		\$759,000
Library Support		\$2,350,184	\$2,350,184
Student Labs and Classroom Equipment		\$1,363,150	\$1,363,150
Accommodate Continued Growth	\$661,780	\$150,000	\$811,780
Total	\$3,438,555	\$4,011,334	\$7,449,889

UH System Goal of National Competitiveness

Context

A highly qualified faculty is vital if UHD is to achieve its goals of engaging all students in high-impact educational practices, equipping them with 21st Century skills, and creating new knowledge through research and scholarship. In order to recruit talented faculty, UHD must compete in the national marketplace. In order to retain outstanding faculty, the institution must support their work of exploration and discovery within their disciplines. In order to ensure faculty members' continued growth and professional development, the University must accurately evaluate their contributions and deliver useful constructive feedback. UHD's FY 2015 plan addresses all of these needs.

In FY 2014 UHD hired four new tenure track faculty in the rapidly-growing fields of Accounting and Psychology. In FY 2015 UHD will continue to direct resources to those fields where enrollment is surging, hiring new tenure-track faculty in Computer Science, Communication Studies, and Management.

In FY 2013 UHD's Office of Organized Research and Sponsored Programs was expanded from one person to three, led by a newly hired assistant vice president. This expansion provided the infrastructure needed to support the faculty's scholarship and has resulted in increased research activity as reflected on UHD's Progress Card. Over the past five years, total research expenditures have increased from \$292,000 to almost \$1.4 million, and grants obtained as a Hispanic Serving Institution have increased from \$1.6 million to almost \$4 million. In addition, the FY 2014 plan added \$25,000 of institutional funding for faculty research and \$25,000 for faculty professional development.

In order to ensure that the teaching efforts of its faculty are proving effective, UHD must obtain reliable, valid, and actionable student feedback. Realizing that UHD's homegrown student course evaluation system has not kept pace with the changing times, in FY 2015 UHD will adopt a new vendor-supported student course evaluation system that has proven effective for many institutions across the nation. The IDEA course evaluation system will further our efforts to support faculty development and enhance student success.

FY 2015 Budget Initiatives

- *Accommodate Continued Growth (\$295,120 Operating Funds)*
In FY 2015 a new tenure-track faculty position will be hired for each of the high-demand disciplines of Computer Science, Communication Studies, and Management. While overall enrollment growth has been slowed by the introduction of admission standards, growth of enrollments in these three particular fields of study has continued to surge. In the past five years Computer Science enrollments have increased by 121 percent, while for Communication Studies the figure is 59 percent. Most of the MBA program's faculty need is in the field of Management. This growth in the MBA program has put strain on the undergraduate Management program, making it more difficult to maintain the coverage by full-time faculty required for AACSB accreditation.
- *Improve Course Evaluation and Compare with National Norms (\$33,743 Operating Funds)*
In an effort to further improve teaching and learning, in FY 2015 UHD will move to a new system for obtaining useful end-of-course student feedback. The IDEA system, which is now used by over 300 institutions nationwide, employs course evaluation methodologies that have been continuously reviewed, refined, and improved since 1975. This system allows for benchmarking based on the rich IDEA database.

Investment of FY 2015 Resources in National Competitiveness Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Accommodate Continued Growth	\$295,120		\$295,120
Improve Course Evaluation and Compare with National Norms	\$33,743		\$33,743
Total	\$328,863		\$328,863

UH System Goal of Community Advancement

Context

UHD was included in the original group of institutions that received the Carnegie Foundation's community engagement classification in 2008, an honor which has been maintained to the present. UHD also appears on President Obama's Higher Education Community Service Honor Roll. UHD's Center for Public Service and Family Strengths works with faculty, staff, and students to integrate community engagement and service learning activities throughout the curriculum and co-curriculum. Recognizing the value of service learning and community engagement as high-value HIPs, for FY 2014 UHD allocated a new position to the Center.

In FY 2014 UHD was proud to once again play a central leadership role, along with the City of Houston, in the city's annual celebration of Citizenship Month. This volunteer-driven event celebrates Houston's civic engagement and broad diversity through events across the city.

These engagement activities bring greater prominence to UHD throughout the Houston community. UHD's marketing campaign both contributes to, and takes advantage of, this greater prominence in order to stimulate new interest in the University. In FY 2014, UHD added \$300,000 to the base marketing budget to maintain these efforts, with an additional one-time commitment of \$150,000. While UHD was not able to put more base funds in the FY 2015 budget for the marketing program, it was able to again provide \$150,000 of one-time funding so that there would be no loss of momentum in building the brand.

FY 2015 Budget Initiatives

- *Marketing/Community Awareness (\$150,000 Operating Funds)*
UHD will reinforce the highly successful *Major Opportunity* campaign through continuation of what had been a one-time commitment of \$150,000. This marketing initiative directly impacts enrollment and university image, and underscores UHD's commitment to eventually bring its marketing budget up to the level of its peers/competitors.

Investment of FY 2015 Resources in Community Advancement Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Marketing/Community Awareness	\$150,000		\$150,000
Total	\$150,000		\$150,000

UH System Goal of Infrastructure and Administration

Context

As UHD moves into the second year of the FY 2014-2015 biennium it continues its efforts to recover from the deep budget cuts sustained in FY 2012-2013. In order to address the \$9 million biennial reduction in general revenue it was forced to absorb at that time, UHD eliminated 38 full-time positions, the overwhelming majority of which came from the staff ranks. Already operating with a very high student-to-staff ratio and a low staff-to-faculty ratio, UHD was not in a position to easily deal with the loss of so many support staff positions. Fall 2012 IPEDS HR data (latest available) obtained for UHD's Texas peers (Masters Comprehensive, THECB State Accountability Report) revealed the following:

Student-to-Staff

- Texas peers average 15 : 1
- UH-Downtown 30 : 1

Staff-to-Faculty

- Group Average 1.3 : 1
- UH-Downtown 0.8 : 1

In FY 2015 UHD will add three new positions in IT. Included will be an Assistant Director for the Enterprise Systems Group as the University seeks to add depth in critical areas. New positions have also been approved in Facilities Management (HVAC Tech) and the Budget Office (Analyst) - areas that have seen little growth in positions even as the physical campus and the budget have grown significantly. UHD will also add an Electronic Security Systems Technician in the Police Department. This position is needed to support UHD's expanding camera and electronic access control (EAC) programs, the latter of which is central to UHD's emergency management efforts. For FY 2015 the EAC program will include technology that will enable faculty to act independently to put their individual classroom into lock-down mode in the event of a fast-developing emergency situation.

While new positions are only approved if backed up by base dollars, UHD continues to fund some of its non-personnel operating needs with one-time funds. This includes a portion of building operational and maintenance funding, some software licensing expenses, some marketing costs, and anticipated IT consulting costs in support of our core applications. These commitments are watched carefully, reviewed each year, and over time will be shifted onto base dollars.

At UHD we continue to look for opportunities to restructure the organization in ways that improve efficiency and hopefully reduce costs. This year a retirement and a departure provided an opportunity for the Division of Employment Services and Operations to reconsider its operations. The result was the elimination of two assistant vice president positions and a new organizational structure that is more vertical than that which existed prior.

A considerable amount of the University's annual HEAF allocation is spent in support of infrastructure, most notably in the areas of IT and facilities. FY 2015 is no different, with HEAF for facilities initiatives amounting to about \$1.3 million. Included is money to replace the roof on the south tower of the One Main Building. Approximately \$2 million will go to support IT infrastructure, including network, servers, increased data storage capability, and desktop computing for faculty and staff.

In last year's plan, UHD identified two major capital projects that had been initiated - a new Advising Center and the new Welcome Center/Garage project. The Advising Center, with construction funded by

Cullen Endowment funds, was completed in March 2014 and is now fully operational. The Welcome Center/Garage project was a struggle throughout the year, requiring scope and budget revision and ultimately re-approval by the Board. With this now behind us, we are scheduled to complete this important and exciting project by August 2015. As was said a year ago, while these projects are not part of the operating budget, they are essential elements of UHD's student success and enrollment growth strategies.

FY 2015 Budget Initiatives

- *Recruit/Retain Highly Qualified Staff (\$825,000 Operating Funds)*
Recruiting and retaining quality staff in the tight Houston labor market is an ongoing challenge. In FY 2013 UHD initiated a study to examine its staff salary structure relative to the broader market. The study concluded in Fall 2013 (FY 2014). Informed by this market study, salary adjustments were made mid-year in FY 2014 to staff whose salaries were below the minimums for their grade and to selected staff working in "hot jobs," many of which were in the IT area. For FY 2015 UHD has established a 3 percent staff salary pool to be used to provide additional merit- and market-based increases for staff.
- *Ongoing Physical Plant Maintenance and Upgrades (\$257,600 Operating Funds, \$1,282,270 HEAF)*
UHD routinely uses HEAF funds for capital renewal projects and renovation needs that arise during the year. In FY 2015 major expenditures will include \$200,000 to continue upgrading HVAC control systems across the campus, and \$300,000 for the One Main Building South Roof project (to be added to \$400,000 carry forward from FY 2014).
- *Ongoing Technology Maintenance and Upgrades (\$812,800 Operating Funds, \$1,245,000 HEAF)*
The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. Substantial investments each year maintain the University's network and servers. This year UHD is allocating \$525,000 for network infrastructure and \$250,000 as the second installment on a three-year project to increase data storage capability.

Three new positions are being added in the IT area - the previously-mentioned Assistant Director for Enterprise Systems, a Network Administrator, and a User Support Specialist.
- *Faculty/Staff Technology Support (\$615,000 HEAF)*
UHD ensures systematic and cost-effective upgrades of hardware and software through centralized purchases in order to provide faculty and staff with the basic level of computing support needed to effectively perform job responsibilities. The University also invests each year to maintain a high level of technology in the Technology Teaching and Learning Center, which is a vital faculty resource.
- *Providing Campus Security (\$96,000 Operating Funds, \$177,500 HEAF)*
HEAF expenditures for enhancing security include a new server for the video recording system and an uninterrupted power supply (UPS) unit to protect the significant investments that have been made in technology for the Police Department. UHD will also make its annual patrol vehicle purchase and roll out its oldest unit and, importantly, UHD will allocate \$15,000 for a pilot program to test body-worn cameras. Also included in this category is the Electronic Security Systems Technician position mentioned previously.
- *General Administration and Operations (\$467,100 Operating Funds, \$204,000 HEAF)*

This category covers funding needed to maintain normal operations. For FY 2015 this includes the Budget Analyst position, an increase in funding for gap insurance for new hires, and some new M&O funds to support newly added positions. Also included here is some one-time funding needed by Environmental Health and Safety to prepare for an upcoming EPA audit. The largest initiative in this grouping involves a reallocation of funds as the University shifts from outsourcing its Financial Aid call center to bringing that function in-house.

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

Investment of FY 2015 Resources in University Infrastructure and Administration

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$825,000		\$825,000
Ongoing Physical Plant Maintenance and Upgrades	\$257,600	\$1,282,270	\$1,539,870
Ongoing Technology Maintenance and Upgrades	\$812,800	\$1,245,000	\$2,057,800
Faculty/Staff Technology Support		\$615,000	\$615,000
Provide Campus Security	\$96,000	\$177,500	\$273,500
General Administration and Operations	\$467,100	\$204,000	\$671,100
Total	\$2,458,500	\$3,523,770	\$5,982,270

University of Houston-Downtown
Appendix A - Allocation of New FY 2015 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
1	General Revenue	\$ 15,257
2	Subtotal General Revenue	<u>15,257</u>
Tuition and Fees		
3	Statutory Tuition	381,655
4	Designated Tuition	3,256,561
5	Mandatory Fees	(77,403)
6	Subtotal Tuition and Fees	<u>3,560,813</u>
Other		
7	Fund Balance	1,510,943
8	Subtotal Other	<u>1,510,943</u>
9	Total Net Revenue	<u>\$ 5,087,013</u>

<u>Reallocations/Reductions</u>		B
1	Acad Affairs/Student Success & Enroll Mgt	\$ (1,288,905)
	Subtotal - Reallocations/Reductions	<u>\$ (1,288,905)</u>

<u>Priority/Initiative Allocations</u>		C
Priority 1. Student Access and Success		
2	Scholarship Support/Recruiting/Enroll. Services	\$ 1,200,000
3	Strengthen Advising, Mentoring, Tutoring	542,680
4	High-Impact Educational Experiences	275,095
5	Recruit/Retain Highly Qualified Faculty	759,000
6	Accommodate Continued Growth	661,780
7	Subtotal - Student Access and Success	<u>3,438,555</u>
Priority 2. National Competitiveness		
8	Accommodate Continued Growth	295,120
9	Course Evaluation/National Norms	33,743
10	Subtotal - National Competitiveness	<u>328,863</u>
Priority 3. University Infrastructure & Administration		
11	Recruit/Retain Highly Qualified Staff	825,000
12	Ongoing Physical Plant Maint. & Upgrades	257,600
13	Ongoing Technology Maint. & Upgrades	812,800
14	Provide Campus Security	96,000
15	General Administration & Operations	467,100
16	Subtotal - University Infrastructure & Administration	<u>2,458,500</u>
Priority 4. Community Advancement		
17	Marketing/Community Awareness	150,000
18	Subtotal - Community Advancement	<u>150,000</u>
19	Total Priority/Initiative Allocations	<u>\$ 6,375,918</u>

20	Total Net Reductions and New Allocations	<u>\$ 5,087,013</u>
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University of Houston-Downtown
Appendix B - Allocation of FY 2015 HEAF

<u>FY15 Allocation</u>	
HEAF	\$ 7,435,238
plus: FY10 Hold-back	349,866
plus: Prev Yr IT Balance	750,000
less: \$1M to project	<u>(1,000,000)</u>
Total Available	<u>\$ 7,535,104</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access & Success	
Scholarship Support/Recruiting/Enroll. Services	\$ 135,000
Strengthen Advising, Mentoring, Tutoring	13,000
Library Support	2,350,184
Student Labs and Classroom Equipment	1,363,150
Accommodate Continued Growth	<u>150,000</u>
Subtotal	<u>\$ 4,011,334</u>
Priority 3. University Infrastructure & Administration	
Ongoing Physical Plant Maintenance & Upgrades	\$ 1,282,270
Ongoing Technology Maintenance & Upgrades	1,245,000
Faculty/Staff Technology Support	615,000
Provide Campus Safety/Security	177,500
General Administration & Operations	<u>204,000</u>
Subtotal	<u>\$ 3,523,770</u>
Total New Investments	<u>\$ 7,535,104</u>

University of Houston-Downtown

Appendix C - Projected Availability of Scholarships and Grants

	FY2014	FY2015
TEXAS Grant	\$ 7,301,667	\$ 6,773,333
Texas Public Education Grants (TPEG)	2,001,584	1,998,741
Designated Tuition - Scholarship Set-Asides (20%)	3,494,717	4,035,189
 <u>Institutional Scholarships</u>		
UHD endowed scholarship funds:		
Scholarship Match - Jeff Davis program	\$ 67,000	\$ 65,000
AMP Match	100,000	90,000
Red Rose Scholarships funded through endowments	62,294	69,970
All other UHD endowed scholarship funds	633,100	416,366
	\$ 862,394	\$ 641,336
 UHD portion of shared UH System scholarship endowments	 \$ 25,000	 \$ 21,800
Autrey, Cullen Leadership, Cullinan, Int'l Paper		
Endowed scholarships held at the UH Foundation	\$ 113,750	\$ 128,700
Dykes, A/B, Engel, Wood & Hearst-UHD, Hugh Roy Cullen-UHS		
 <u>Non-Endowed Scholarships</u>		
Red Rose Scholarships	\$ 12,706	\$ 5,030
Deans' Transfer Scholarships	40,000	40,000
Merit Scholarship Funds	500,000	450,000
Scholars Academy Scholarships	-	320,000
100 Club Scholarships	300,000	250,000
All other UHD non-endowed scholarship funds	22,000	110,310
	\$ 874,706	\$ 1,175,340
 Total	 \$ 14,673,818	 \$ 14,774,439

Note: UHD expects to process approximately \$27.3 million in PELL, SEOG, and CWSP grants in FY2015.

University of Houston-Downtown

Table 1 - Sources & Uses

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2013 Budget	Dollars	Percent	FY2014 Budget	Dollars	Percent	FY2015 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 24.4	\$ 2.4	9.8%	\$ 26.8	\$ (0.3)	-1.2%	\$ 26.5
2 HEAF	6.5	(0.5)	-7.1%	6.1	(1.4)	-23.4%	4.7
3 Tuition & Fees	68.2	5.8	8.5%	74.0	3.1	4.1%	77.1
4 Other Operating	9.5	(1.1)	-11.3%	8.4	2.2	26.2%	10.6
5 Contracts & Grants	38.5	0.1	0.2%	38.6	(0.6)	-1.6%	38.0
6 Endowment Income/Gifts	3.7	0.8	20.6%	4.4	(0.3)	-7.8%	4.1
7 Total Sources	\$ 150.8	\$ 7.5	5.0%	\$ 158.3	\$ 2.6	1.6%	\$ 160.9
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 29.1	\$ 1.6	5.3%	\$ 30.6	\$ 1.0	3.2%	\$ 31.6
9 Salaries and Wages - Staff	30.1	3.2	10.7%	33.3	2.0	6.0%	35.3
10 Benefits	15.1	0.3	2.2%	15.4	0.4	2.3%	15.7
11 M&O	23.5	0.6	2.5%	24.0	0.6	2.6%	24.7
12 Capital	7.2	(0.6)	-7.8%	6.7	(0.0)	-0.5%	6.6
13 Scholarships	43.5	1.9	4.4%	45.4	(1.3)	-2.8%	44.1
14 Debt Service	0.3	0.5	166.8%	0.7	(0.0)	-4.5%	0.7
15 Utilities	2.2	-	0.0%	2.2	(0.0)	-1.6%	2.1
17 Total Uses	\$ 150.8	\$ 7.5	5.0%	\$ 158.3	\$ 2.6	1.6%	\$ 160.9
<u>Capital Facilities Budget</u>							
Source of Funds							
18 HEAF	\$ 0.9	\$ 0.5	52.0%	\$ 1.4	\$ 1.4	104.1%	\$ 2.8
19 Bonds	-	6.3		6.3	(0.0)	-0.6%	6.2
20 Gifts	-	0.3		0.3	(0.3)	-100.0%	-
21 Other	0.7	8.8	1310.8%	9.5	(2.0)	-21.0%	7.5
22 Total Sources	\$ 1.6	\$ 15.8	1005.6%	\$ 17.3	\$ (0.9)	-5.0%	\$ 16.5
Use of Funds by Object							
24 Major Rehabilitation	\$ 1.6	\$ 15.8	1005.6%	\$ 17.3	\$ (0.9)	-5.0%	\$ 16.5
26 Total Uses	\$ 1.6	\$ 15.8	1005.6%	\$ 17.3	\$ (0.9)	-5.0%	\$ 16.5
<u>Total Operating, Restricted and Capital Budget</u>							
27	\$ 152.4	\$ 23.3	16.2%	\$ 175.7	\$ 1.7	1.0%	\$ 177.4

University of Houston-Downtown

Table 2 - Operations

Source of Funds	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 21,386,080	\$ 15,257	0.1%	\$ 21,401,337
Special Items	397,531			397,531
Less: Estimated Rider Reduction	(504,000)	(8,000)	1.6%	(512,000)
State Benefits Appropriation	5,420,687	(320,687)	-5.9%	5,100,000
Dedicated Appropriations-TX College Work Study	79,595			79,595
Subtotal State General Revenue Appropriations	26,779,893	(313,430)	-1.2%	26,466,463
Tuition and Fees				
Statutory & Graduate Premium	18,938,664	(130,493)	-0.7%	18,808,171
Subtotal Tuition and Fees	18,938,664	(130,493)	-0.7%	18,808,171
HEAF	7,435,238			7,435,238
Income on State Treasury Deposits	10,000	(2,000)	-20.0%	8,000
Fund Balance	574,866	(130,000)	-22.6%	444,866
Subtotal General Funds	53,738,661	(575,923)	-1.1%	53,162,738
Designated				
Tuition and Fees				
Designated Tuition - General	35,816,340	3,217,167	9.0%	39,033,507
Designated Tuition - Differential	454,388	115,292	25.4%	569,680
Library Fee	2,003,403	(28,431)	-1.4%	1,974,972
Technology Fee	4,349,732	(50,098)	-1.2%	4,299,634
Major/Department/Class Fees	6,938,264	17,643	0.3%	6,955,907
Subtotal Tuition and Fees	49,562,127	3,271,573	6.6%	52,833,700
Indirect Cost	132,949	64,987	48.9%	197,936
Investment Income on Non-Endowed Funds	440,000	(40,000)	-9.1%	400,000
Endowment Income	36,672	243,504	664.0%	280,176
Contracts / Grants / Gifts	36,268	3,560	9.8%	39,828
Self Supporting Organizations/Others	2,570,500	(2,000)	-0.1%	2,568,500
Fund Balance	1,733,414	580,281	33.5%	2,313,695
Subtotal Designated Funds	54,511,930	4,121,905	7.6%	58,633,835
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,207,646	(62,165)	-1.5%	4,145,481
Recreation and Wellness Center	1,187,506	(16,238)	-1.4%	1,171,268
Other Student Fees	141,500	(500)	-0.4%	141,000
Subtotal Student Fees	5,536,652	(78,903)	-1.4%	5,457,749
Sales & Service - Parking	1,676,850	(217,024)	-12.9%	1,459,826
Sales & Service - Athletics/Hotel/UC/Other	1,192,258	(134,500)	-11.3%	1,057,758
Fund Balance	203,792	127,057	62.3%	330,849
Subtotal Auxiliary Funds	8,609,552	(303,370)	-3.5%	8,306,182
Total Current Operating Funds	116,860,143	3,242,612	2.8%	120,102,755
Interfund Transfer	(1,572,190)	289,920	-18.4%	(1,282,270)
Total Sources	\$ 115,287,953	\$ 3,532,532	3.1%	\$ 118,820,485
Use of Funds by Object				
Salaries and Wages	\$ 62,383,313	\$ 2,835,057	4.5%	\$ 65,218,370
Benefits	15,079,248	331,853	2.2%	15,411,101
M&O	20,280,446	60,085	0.3%	20,340,531
Capital	6,669,936	(32,902)	-0.5%	6,637,034
Scholarships	7,969,276	406,342	5.1%	8,375,618
Debt Service	730,734	(32,815)	-4.5%	697,919
Utilities	2,175,000	(35,088)	-1.6%	2,139,912
Total Uses	\$ 115,287,953	\$ 3,532,532	3.1%	\$ 118,820,485

University of Houston-Downtown
Table 3 - Restricted

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 2,999,158	\$ 915,288	30.5%	\$ 3,914,446
Financial Aid	35,601,059	(1,517,858)	-4.3%	34,083,201
Gifts	1,770,584	(553,584)	-31.3%	1,217,000
Endowment Income	639,832	63,902	10.0%	703,734
Other Restricted	1,815,470	137,001	7.5%	1,952,471
Total Current Operating Funds	42,826,103	(955,251)	-2.2%	41,870,852
Interfund Transfer	197,901	6,230	3.1%	204,131
Total Sources	\$ 43,024,004	\$ (949,021)	-2.2%	\$ 42,074,983
Use of Funds by Object				
Salaries and Wages	\$ 1,506,450	\$ 143,128	9.5%	\$ 1,649,578
Benefits	304,528	27,337	9.0%	331,865
M&O	3,765,336	560,437	14.9%	4,325,773
Scholarships	37,447,690	(1,679,923)	-4.5%	35,767,767
Total Uses	\$ 43,024,004	\$ (949,021)	-2.2%	\$ 42,074,983

University of Houston-Downtown

Table 4 - Capital Projects

	Project to Date (1)	FY2015 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
Major Repairs and Rehabilitation								
	Girard Parking Garage & Welcome Center	\$ 3,797,000	\$ 15,203,000	\$ 19,000,000	\$ 1,500,000	\$ 6,212,500		\$ 11,287,500
	Other Renovations		332,270	332,270	332,270			
	AHU/DDC Controls		200,000	200,000	200,000			
	OMB South Tower Roof Refurbishing		300,000	300,000	300,000			
	Projects Budgeted Annually							
	Capital Renewal Deferred Maintenance		450,000	450,000	450,000			
	Subtotal Major Repairs & Rehabilitation	\$ 3,797,000	\$ 16,485,270	\$ 20,282,270	\$ 2,782,270	\$ 6,212,500	\$ -	\$ 11,287,500
Total		\$ 3,797,000	\$ 16,485,270	\$ 20,282,270	\$ 2,782,270	\$ 6,212,500	\$ -	\$ 11,287,500

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

University of Houston-Downtown

Table 5 - Number of Full-Time Equivalent Positions

Employee Classification	FY2014 Budget	-----Change-----		FY2015 Budget
		FTE	Percent	
Faculty	254	9	3.5%	263
Part-time Faculty	233	(3)	-1.3%	230
Professional Staff	326	13	4.0%	339
Classified Staff	250	8	3.2%	258
Temporary Staff	120	7	5.8%	127
Total	1,183	34	2.9%	1,217

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

	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014 Budget	FY2015 Budget	FY15 vs FY14 Change
Semester Credit Hours						
Lower Division	133,169	132,947	143,724	143,799	143,821	22
Upper Division	148,921	152,977	154,991	158,392	158,398	6
Masters	2,061	2,840	3,349	3,664	3,379	(285)
Total	284,151	288,764	302,064	305,855	305,598	(257)
Semester Credit Hours-On/Off Campus						
On Campus	229,775	214,788	215,511	229,392	218,044	(11,348)
Off Campus	54,376	73,976	86,553	76,463	87,554	11,091
Total	284,151	288,764	302,064	305,855	305,598	(257)
Fall Headcount	12,900	12,918	13,915	14,055	13,895	(160)
Fall FTE	8,335	8,508	9,162	9,249	9,153	(96)

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

	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
<u>Sources</u>				
Current Year Appropriations	\$ 4,249,646	\$ (61,165)	-1.4%	\$ 4,188,481
Remissions/Exemptions	(42,000)	(1,000)	2.4%	(43,000)
Other Income	288,000	(43,000)	-14.9%	245,000
Budgeted Fund Balance	102,130	102,527	100.4%	204,657
Total Sources	\$ 4,597,776	\$ (2,638)	-0.1%	\$ 4,595,138
<u>Allocations</u>				
Admissions Office	\$ 146,575	\$ 3,506	2.4%	\$ 150,081
Banner Financial Aid Maintenance	14,000	-	-	14,000
Bayou Review	10,500	-	-	10,500
Call Center	300,000	-	-	300,000
Campus Activities Board	56,100	-	-	56,100
Campus Information Center	49,633	15,724	31.7%	65,357
Career Services	393,568	723	0.2%	394,291
Clubs and Organizations	99,487	-	-	99,487
Drama Production	46,025	-	-	46,025
Enrollment Management	235,925	2,305	1.0%	238,230
Financial Aid Office	1,146,444	(71,118)	-6.2%	1,075,326
Graduation/Diplomas	165,400	-	-	165,400
Handbook	8,000	-	-	8,000
International Programs	82,288	-	-	82,288
One Main Events	38,000	-	-	38,000
Registrar	252,073	10,153	4.0%	262,226
Software Consulting	7,425	-	-	7,425
Student Activities	386,621	(4,036)	-1.0%	382,585
Student Assistance Program	220,282	-	-	220,282
Student Awards	3,300	-	-	3,300
Student Contingency	13,000	-	-	13,000
Student Government	47,945	-	-	47,945
Student Health Services	349,837	(45,000)	-12.9%	304,837
Student Newspaper	31,870	2,000	6.3%	33,870
Student Services	211,643	80,638	38.1%	292,281
UHD Connections	30,000	-	-	30,000
Utilities/Other Overhead	113,122	1,049	0.9%	114,171
Veterans Services	118,713	1,418	1.2%	120,131
Welcome Week	20,000	-	-	20,000
Total Allocations	\$ 4,597,776	\$ (2,638)	-0.1%	\$ 4,595,138

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

Use of Funds by Organization	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
President	\$ 1,196,081	\$ 17,635	1.5%	\$ 1,213,716
Advancement & External Relations	2,561,422	(162,769)	-6.4%	2,398,653
Employment Services and Operations	1,413,330	1,565,086	110.7%	2,978,416
Academic & Student Affairs				
Administration (Provost)	4,567,323	(32,393)	-0.7%	4,534,930
Business Administration	11,905,564	853,042	7.2%	12,758,606
Humanities and Social Sciences	12,348,828	354,211	2.9%	12,703,039
Public Service	6,298,010	168,291	2.7%	6,466,301
Sciences and Technology	8,528,825	667,639	7.8%	9,196,464
Advising and Mentoring	1,701,052	262,604	15.4%	1,963,656
University College	1,522,260	116,229	7.6%	1,638,489
Enrollment Management	5,794,090	(77,124)	-1.3%	5,716,966
Student Life	3,826,407	(58,665)	-1.5%	3,767,742
Subtotal: Academic & Student Affairs	56,492,359	2,253,834	4.0%	58,746,193
Scholarships	7,545,993	408,323	5.4%	7,954,316
Library	4,548,110	(112,123)	-2.5%	4,435,987
Continuing Education	872,388	(541)	-0.1%	871,847
Administration				
Administration (VP Administration)	588,674	(77,917)	-13.2%	510,757
Budget and Procurement	547,522	60,196	11.0%	607,718
Business Affairs	1,785,987	(10,720)	-0.6%	1,775,267
Information Technology	13,476,598	162,887	1.2%	13,639,485
Physical Plant	6,357,416	265,451	4.2%	6,622,867
Risk Management & Compliance	488,348	(11,858)	-2.4%	476,490
University Business Services	1,183,606	17,002	1.4%	1,200,608
Emergency Management	96,438	(13,886)	-14.4%	82,552
Utility	2,175,000	(35,088)	-1.6%	2,139,912
Subtotal: Administration	26,699,589	356,067	1.3%	27,055,656
Staff Benefits	8,678,687	(376,688)	-4.3%	8,301,999
Community Development	397,531			397,531
Unallocated	1,028,563	(1,028,563)	-100.0%	-
System Service Charges	1,591,137	(28,252)	-1.8%	1,562,885
Insurance Premium	469,823			469,823
Debt Service	730,734	(32,815)	-4.5%	697,919
Fund Balance Contingency	1,062,206	673,338	63.4%	1,735,544
Total Uses	\$ 115,287,953	\$ 3,532,532	3.1%	\$ 118,820,485

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

Use of Funds by Organization	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
President	\$ 5,876	\$ 64	1.1%	\$ 5,940
Advancement & External Relations	2,067	10,150	491.0%	12,217
Academic & Student Affairs				
Administration (Provost)	144,007	(54,527)	-37.9%	89,480
Business Administration	374,752	111,325	29.7%	486,077
Humanities and Social Sciences	77,100	228,622	296.5%	305,722
Public Service	537,797	269,657	50.1%	807,454
Sciences and Technology	1,431,065	293,789	20.5%	1,724,854
Advising and Mentoring	500,000	(500,000)	-100.0%	-
University College	1,571,852	20,719	1.3%	1,592,571
Student Life	34,039	(33,284)	-97.8%	755
Subtotal: Academic & Student Affairs	4,670,612	336,301	7.2%	5,006,913
Scholarships	36,528,479	(1,433,088)	-3.9%	35,095,391
Administration	1,500	551	36.7%	2,051
Fund Balance Contingency	1,815,470	137,001	7.5%	1,952,471
Total Uses	\$ 43,024,004	\$ (949,021)	-2.2%	\$ 42,074,983

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

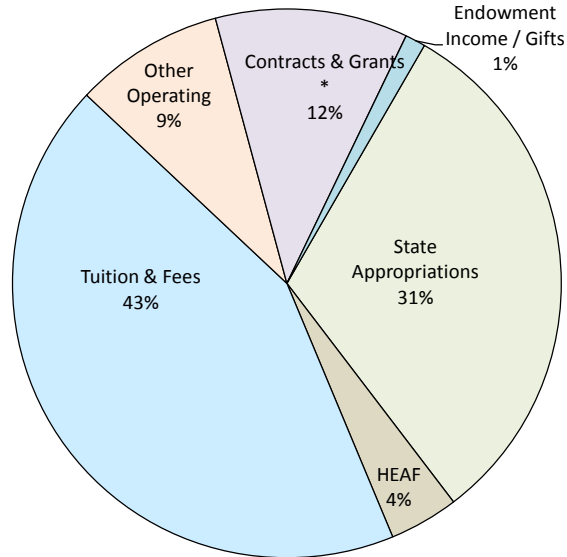
8. REFERENCES

There are no references associated with this policy.

University of Houston-Victoria Budget

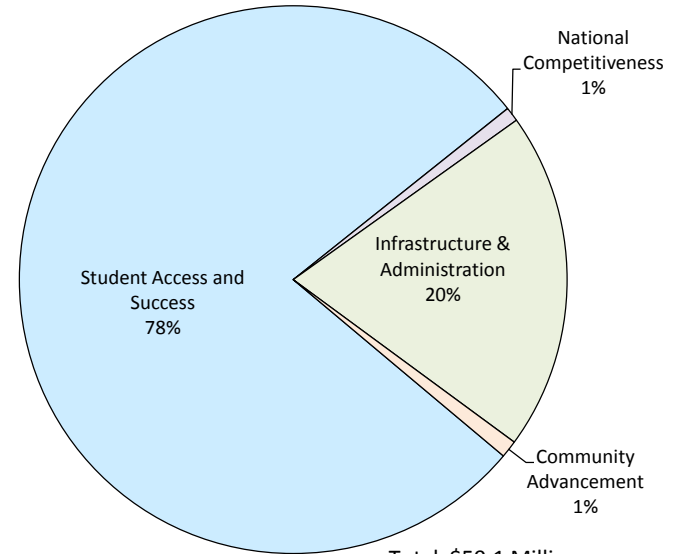
FY2014

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$59.1 Million

Operating Budget Use of Funds



Total \$59.1 Million

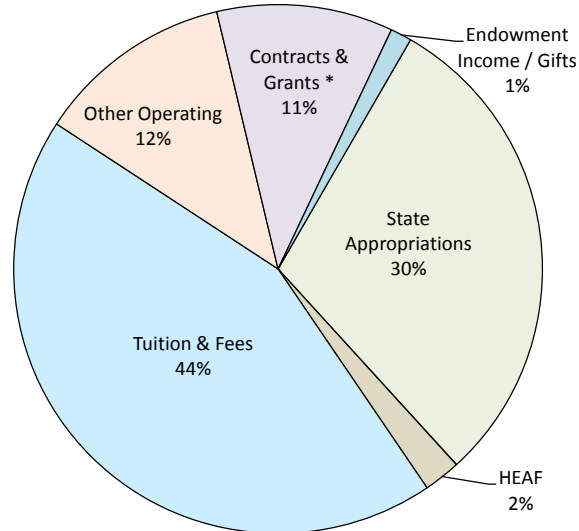
Total Budget

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

6.1

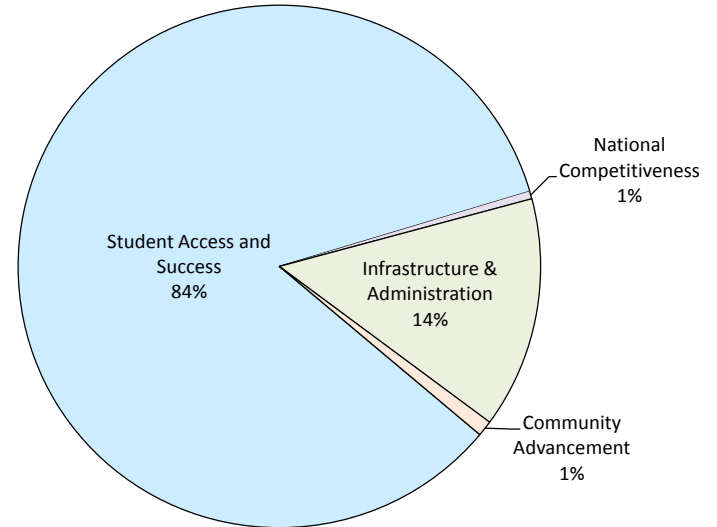
FY2015

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$62.2 Million

Operating Budget Use of Funds



Total \$62.2 Million

Total Budget

	\$ Millions
Operating Budget	\$ 62.2
Capital Facilities	9.0
Total	\$ 71.2

University of Houston-Victoria Operating Budget
Revenues FY2011- FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 State Appropriations	\$ 18.9	\$ 16.7	\$ 17.0	\$ 18.5	\$ 18.6
2 HEAF	2.4	2.4	2.4	2.4	1.4
3 Tuition & Fees	20.5	22.4	21.7	25.6	27.2
4 Other Operating	1.8	3.5	2.8	5.2	7.5
5 Contracts & Grants *	7.8	4.0	6.9	6.7	6.7
6 Endowment Income / Gifts	0.6	0.3	0.9	0.7	0.8
7 Total	<u>\$ 52.0</u>	<u>\$ 49.3</u>	<u>\$ 51.7</u>	<u>\$ 59.1</u>	<u>\$ 62.2</u>

* Includes Federal financial aid

University of Houston-Victoria Operating Budget
Expenditures FY2011 - FY2015
\$ in Millions

	A 2011 Actual	B 2012 Actual	C 2013 Actual	D 2014 Budgeted	E 2015 Proposed
1 Student Access and Success	\$ 39.2	\$ 40.5	\$ 43.3	\$ 46.2	\$ 52.4
2 National Competitiveness	1.2	0.5	0.1	0.5	0.3
3 Infrastructure & Administration	12.4	7.7	8.2	11.8	8.9
4 Community Advancement	0.5	0.6	0.9	0.6	0.6
5 Total	<u>\$ 53.3</u>	<u>\$ 49.3</u>	<u>\$ 52.5</u>	<u>\$ 59.1</u>	<u>\$ 62.2</u>

University of Houston-Victoria
FY2015 Operating Budget Expenditures by Function

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2015 Total	FY 2014 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	8,307,287	-	4,500	8,311,787	-	-	-	-	-	-	8,311,787	7,993,618
3 Non-Tenure Track Faculty	1,898,502	-	59,636	1,958,138	-	-	-	-	-	-	1,958,138	2,157,413
4 Adjunct Faculty	847,943	-	129,893	977,836	-	-	99,436	-	-	-	1,077,272	942,373
5 Graduate Assistant	49,000	-	-	49,000	-	-	-	-	-	-	49,000	54,100
6 Exempt Staff	2,713,502	120,593	1,991,944	4,826,039	304,173	2,413,141	2,250,584	158,300	-	95,392	10,047,629	9,639,080
7 Non-Exempt Staff	396,650	-	486,767	883,417	68,989	881,381	428,376	550,754	-	211,750	3,024,667	2,214,153
8 Student Employees	40,859	-	-	40,859	3,500	53,676	48,793	-	-	38,000	184,828	142,677
9 Summer Instruction Salaries	1,553,961	-	-	1,553,961	-	-	-	-	-	-	1,553,961	1,539,260
10 Benefits	3,848,505	41,227	909,584	4,799,316	145,054	1,218,645	929,121	245,514	46	96,728	7,434,424	6,252,092
11 Subtotal	19,656,209	161,820	3,582,324	23,400,353	521,716	4,566,843	3,756,310	954,568	46	441,870	33,641,706	30,934,766
12 Capital	150,250	-	387,022	537,272	-	-	1,726,446	130,203	-	-	2,393,921	1,826,325
13 M&O	3,949,087	67,003	2,949,629	6,965,719	55,473	2,298,171	-	1,334,474	375,000	2,255,322	13,284,159	14,235,466
14 Travel & Business Expense	279,005	4,235	164,244	447,484	57,662	166,922	102,658	5,189	-	2,096	782,011	766,812
15 Debt Service	-	-	-	-	-	-	92,925	-	-	1,520,987	1,613,912	1,601,592
16 Utilities	-	-	-	-	-	-	-	580,000	-	230,228	810,228	500,000
17 Scholarship & Fellowship	-	-	-	-	-	70,427	252,360	-	9,371,088	-	9,693,875	9,215,415
18 Subtotal	4,378,342	71,238	3,500,895	7,950,475	113,135	2,535,520	2,174,389	2,049,866	9,746,088	4,008,633	28,578,106	28,145,610
19 Total Expenditure Budget	\$ 24,034,551	\$ 233,058	\$ 7,083,219	\$ 31,350,828	\$ 634,851	\$ 7,102,363	\$ 5,930,699	\$ 3,004,434	\$ 9,746,134	\$ 4,450,503	\$ 62,219,812	\$ 59,080,376

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University of Houston-Victoria

Mission and Goals

UHV Mission

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

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

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

UHV Goals

- *Teaching and Learning*

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

- *Research, Scholarly Activities and External Grant Funding*

UHV will contribute through research and scholarly activities to the advancement of knowledge in academic and professional fields, in teaching and learning, and in professional communities—commensurate with UHV's mission. This goal includes an increase in the number and amount of externally funded grants.

- *Community Engagement and Partnerships*

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

- *Enrollment Management and Student Services*

UHV will optimally shape the size and characteristics of the student body to ensure diversity and reflect the needs of the leaders of tomorrow, with an emphasis on student access and success, as well as student participation through athletics, student organizations and academic success initiatives.

- *Financial and Administrative Support Services*

UHV will demonstrate efficient and accountable stewardship of fiscal, human, and physical resources in its efforts to meet educational needs, to comply with oversight authorities, and to maintain public trust.

- *University Advancement and Development*

UHV will complement public support of the institution with private support; provide accurate and timely information to institutional constituencies; expand the donor base; enhance positive visibility within the region; and, build a strong alumni community.

- *Planning, Assessment, and Accountability*

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

- *Growth and Program Expansion*

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

University Reallocations

The University of Houston-Victoria uses one-time funding of budgetary items which are then reallocated the following fiscal year to fund university priorities as needed. FY14 reallocations are categorized below:

Reduction	Comment	Amount
Decrease department operational budgets	One-time funded projects for FY14 that are no longer active or needed in FY15.	\$1,494,453
Reduction of accreditation budgets	One-time funded accreditations for the University and schools which are required periodically. Once an accreditation is completed then these funds are reallocated.	\$35,400
Reduction of scholarship funds	Three scholarship programs – Spirit of the Jaguar, Jaguar Pledge, and Presidential Scholarships are one-time funded each year and reassessed on an annual basis.	\$285,000
	Total	<u>\$1,814,853</u>
 Reallocation		
Information Technology	Additional Maintenance and software	\$55,500
	Information Technology Expansion	\$681,043
Downward Expansion	New A&S core curriculum faculty	\$155,581
	Advertising in Victoria area	\$17,372
Scholarship Funding	Reauthorized existing Jaguar Pledge and presidential Scholarship	\$471,000
	New School of Education and Human Development scholarships for new cohorts students	\$50,000
Departmental	One-time funding of additional operational budgets departmental operational needs	\$191,976
Student Services	Increase student bus transportation needs	\$95,181
Athletics	Additional funds to expand and maintain existing athletics programs	\$97,200
	Total	<u>\$1,814,853</u>

University Priorities

OVERVIEW

As the University enters its fifth year of downward expansion, with the first class graduating at the end of the Spring 2014 semester, UHV remains committed to recruiting from the coastal bend region, as well as other areas of Texas, including those in and around San Antonio, Austin, Houston, and the Valley. In anticipation of continued growth, UHV has allocated additional resources to Student Life and Student Success, including the hiring of intrusive advisors we call “student success coaches,” and the implementation of the Quality Enhancement Plan (QEP), which will add residential learning communities to the mix of academic programs geared to the needs of first-year students. Over the five-year period of the QEP, the University will allocate new funds and reallocate existing funds of over a million dollars on academic support in this area to enhance learning, increase student engagement, and augment retention rates. Because this is a base count year, the University has increased its support of its academic programs at all locations it serves. UHV continues to monitor its 2+2 agreements with community college partners and expand the online presence with academic programs in business, arts and sciences, and education.

UHV continues to move forward in expanding its Victoria location with the construction of the Academic and Economic Development Building, as well as working to acquire adjacent plots near the campus for future development, such as new dorms and academic expansion. In the summer of 2014, UHV will replace 11 ITV units and upgrade four others in order to standardize ITV instructional equipment to better serve the needs of students in face-to-face and hybridized courses by start of the fall semester. The QEP required the addition of a Living and Learning Commons, which becomes an interactive learning space within the residential facilities. A new E-portfolio manager will also be housed within the facility to meet the technological and training needs of faculty and students who make use of the Commons. Finally, UHV is expanding its Digital Gaming facility for the training of graduate students, increased work study possibilities for undergraduate majors, and for the recruitment of freshmen, who can use the simulation equipment and software. The University is also creating a mobile unit for simulation and gaming that can be taken on the road for presentations and workshops.

Annually UHV goes through an extensive process of reviewing assessment reports from the academic and administrative divisions on their prior year’s performance and considering their proposed goals and supporting budget requests for the next year. These goals and requests are to be aligned with the university’s strategic priorities, which are in turn aligned with UHS priorities. This planning/budgeting process includes open budget hearings, in which the heads of the various academic and administrative divisions present their goals and resource requests for the next year. This is an important part of any institution’s assessment and budgeting cycles, but particularly so this year as we received the visiting team from SACS for the reaffirmation visit in April 2014, with the final report to SACS due in the summer following the visit. Only one minor recommendation was noted from the SACS team. That recommendation indicated that five staff in the Student Affairs Division did not have a bachelor’s degree as is accustomed for the positions that they hold.

The major UHV goals for FY 2015 include

1. Student Success

- Additional faculty in critical areas
- Destination University/Downward Expansion
- Student Recruitment, Retention, and Graduation
- Academic Programs
- UH Sugar Land and UHS Cinco Ranch

- Multiple Delivery Systems and Increased Online Presence
2. National Competitiveness
 - SACS Reaffirmation and National Accreditation of Key Academic Programs
 - Equitable and Competitive Salaries for Faculty
 - Professional Development
 3. University Infrastructure and Administration
 - Technology
 - Operational Support
 - Equitable and Competitive Salaries for Staff
 - Quality Improvements
 - Facilities
 4. Community Advancement
 - Civic Engagement
 - Small Business Development Center (SBDC)
 - Athletics

PRIORITY 1: STUDENT SUCCESS

CONTEXT

To provide ongoing support for the admission and enrollment of freshmen and sophomores, UHV will continue to develop recruitment activities, academic advising, on-campus student employment, and student development activities. In addition to adding a wider variety of lower division undergraduate courses, UHV has expanded its program inventory for the Victoria campus, at both the graduate and undergraduate levels, including UHV's new MS in Computer Science, MFA in Creative Writing, MS in Biomedical Science in Professional Sciences, and the BA in Health Studies. For the Victoria campus and for online programs, new concentrations have been created in Educational Technology, Success Coaching, Special Education (autism), and General Studies (BAAS). This increased program inventory makes the Victoria campus a more attractive destination since a student can have more options for applied fields. The new inventory of specialized graduate degrees and applied undergraduate degrees are becoming increasingly attractive for their financial benefits. UHV will continue to develop new academic programs and expand off-campus and online programs to meet the educational needs of both traditional and non-traditional students.

For FY 2015, UHV will continue to emphasize retention of freshmen and sophomores, as well as renewed efforts to recruit additional transfers from community colleges and graduate students in new degree concentrations. For purposes of retention, UHV will continue to support—and make new investments in—academic infrastructure, for both online and face-to-face students, which will include integration of student support services, implementation of early-warning systems with more intrusive advising, the establishment of stronger linkages between academic and student affairs, and the implementation of the redesigned Core Curriculum, which the Coordinating Board has approved for the Fall 2014 semester.

FY 2015 BUDGET INITIATIVES

Faculty in Critical Areas (\$570,516 New Resources)

With enormous growth at the first- and second-year levels, UHV is adding faculty members to meet the needs of Core classes, the freshman seminar, and the Quality Enhancement Plan. In addition to its first chemistry professor, which UHV hired in this fiscal year, the institution will add new positions in math and physics and history. In support of new programs, UHV plans to hire faculty in educational technology and health studies.

Destination University-Downward Expansion (\$551,200 New Resources)

Making UHV a destination campus continues to be a high priority for UHV. A total of 320 new freshmen and sophomores were admitted in fall 2013; approximately 35% of these students were the first generation of their family to attend college, and over 60% identified themselves as members of under-represented minority groups. Continued refinement of UHV's recruitment efforts will yield increased numbers of FTIC students, additional first- and second-year transfer students, and more transfer students from community colleges. The transformation of the UHV Guarantee, from coverage of tuition and fees for students who qualified for federal aid and whose families earned under \$50,000, into a dorm scholarship that benefits all freshmen who attend, regardless of income, promises to be a major component in the University's attractiveness. UHV's data analysis indicates that most students were already covered with Pell and other financial awards. Thus, the UHV Guarantee would better maximize the University's resources by becoming a dorm scholarship and thereby attract students who might now be able to afford living on campus. To further enhance student growth, both mentally and socially, the Quality Enhancement Plan will incorporate residential spaces as extended learning sites, integrating academic, student life, and community outreach.

Student Recruitment, Retention and Graduation (\$113,036 New Resources) (HEAF \$40,000)

Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. UHV will continue to expand orientation and retention programs by hiring additional academic advisors, student mentors, and course-specific tutors. UHV will also strive for the following:

- Expansion of student scholarships to ensure affordability;
- Establishment of UHV Guarantee dorm scholarships
- Collaboration with community colleges to ensure credit transferability;
- Extension of student recruitment to high schools;
- Continuation of LEAD (Letting Education Achieve Dreams) initiative;
- Growth and development of athletic scholarships and programs;
- Mentorship of prospective students through well-established programs;
- Marketing of UHV as a destination university;

Academic Programs (\$56,352 New Resources)

Because of program growth at all locations and online, additional resources will be used for adjuncts, course offerings, and student advising.

UH Sugar Land and UHS Cinco Ranch (\$273,134 New Resources) (\$374,650 HEAF)

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

Multiple Delivery Systems/Increased Online Presence (HEAF \$22,000)

For several years UHV has been aggressive in expanding distance education opportunities for students. Semester credit hours generated by online courses have increased from 18,093 in fall 2009 to 20,312 in fall 2013, or approximately 12.3%. To better reach and respond to students, UHV has online student orientation, advising and tutoring. Additional funds to support instructional design, networking operations, and programming requests are needed due to increased growth. UHV will continue to support Learn 9.1 management and incorporate multi-media in online courses using lecture capture technology. UHV will continue utilizing HEAF and additional Library fees to enhance electronic library services and resources and to extend instructional support services. HEAF funds will be used for technology to enhance course and program delivery at all locations.

PRIORITY 1. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Faculty	\$ 570,516	0	\$ 570,516
Destination University-Downward Expansion	551,200	0	551,200
Student Recruitment, Retention and Graduation	113,036	40,000	153,036
Academic Programs	56,352	0	56,352
UH System Service Charge: UH Sugar Land & UHV Cinco Ranch	273,134	374,650	647,784
Multiple Delivery Systems/Increased Online Presence	0	22,000	22,000
<hr/>			
Totals	\$1,564,238	\$436,650	\$2,000,888

PRIORITY 2: NATIONAL COMPETITIVENESS

CONTEXT

To be more competitive, both nationally and regionally, UHV plans to use additional resources to increase the number of residential and off-campus students, through both face-to-face and online course delivery, who elect UHV as their college of first choice. Five years of downward expansion have demonstrated that extensive resources must be directed to multiple types of students, both at the undergraduate and graduate levels, not only to academic areas, but as well to support areas such as advising, counseling, financial aid, campus safety, university advancement, and information technologies. Presidential Scholarships, which began in fall 2013, have attracted top 10% high school graduates to UHV. While national competitiveness is a challenge for all institutions, UHV strives to be competitive by enhancing programs and services, supporting faculty research, providing competitive salaries, developing credible assessment procedures and providing students with current technology and library resources.

FY 2015 BUDGET INITIATIVES

SACS Reaffirmation and National Accreditation of Key Academic Programs (\$12,500 New Resources)

The University recently had its CCNE reaccreditation visit, with its SACS reaffirmation visit coming up in April 2014. Next year, the School of Business Administration will host AACSB for its visit. New resources have been dedicated for travel to conferences and workshops related to learning communities, SACS core requirements and comprehensive standards, and technologies for e-portfolios.

Equitable and Competitive Salaries for Faculty (\$345,160 New Resources)

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

UHV conducts salary reviews to monitor internal equity and external competitiveness. Equity adjustments will be considered for faculty members who have both an extreme equity pay issue compared to the market. Merit adjustments of 2.5% were allocated mid-year FY 2014 after determining if enrollment projections would be met.

Professional Development (No New Resources)

The university is considering allocating resources for InfoEd, a new system being adopted by UH to assist faculty with identifying grant and foundation opportunities. This possibility follows up last year's hiring of a development coordinator who assists faculty with the pre-award process, the editing of draft proposals, and the follow-up procedures for rejected and closed awards.

PRIORITY 2. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
SACs Reaffirmation and National Accreditation of Key Academic Programs	12,500	0	12,500
Equitable & Competitive Salaries for Faculty	345,160	0	345,160
<hr/>			
Totals	\$357,660	0	\$357,660

PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

CONTEXT

UHV is committed to maintaining, improving and expanding facilities to provide a safe, up-to-date, and efficient environment conducive to learning, teaching, research and service. Administrative efficiency is an important university value that is demonstrated by reducing costs while improving services. Investments for this priority will focus on expanding technology, providing competitive and equitable staff salaries, and developing other quality improvements.

FY 2015 BUDGET INITIATIVES

Technology (\$225,912 New Resources) (\$618,478 HEAF)

As the number of students, faculty and staff increases, so do the university's information technology needs. UHV promotes using technology as a cost-effective method for providing university services, including improved electronic access bandwidth to support online course delivery and online registration. UHV will continue to invest in IT technical support as well as upgrade computers, servers and other equipment. A great deal of effort was made to improve Wi-Fi capability in the residential facilities, as well as to provide human support within the dorms for the increasing demands residential students make on technology services, both for their academic programs and for their recreation. In 2014 all ITV equipment at all locations was replaced or upgraded to provide faculty up-to-date teaching tools for the delivery of online and hybridized classes.

Operational Support (\$353,922 New Resources) (\$90,892 HEAF)

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

Equitable and Competitive Salaries for Staff (\$354,182 New Resources)

UHV will conduct salary reviews to monitor internal equity and external competitiveness. Equity adjustments will be considered for those who have both an extreme equity pay issue compared to the market and have meritorious performance evaluations. Such adjustments will be in the FY 2014 fiscal year. The new resources will be used for increased costs of employee benefits, consultant services for salary surveys and equity and reclassifications. Merit adjustments of 2.5% were allocated mid-year FY 2014 based both on evaluations and projected enrollment targets. 0.5% equity and reclassification adjustments were also given midyear FY 2014. Finally, additional resources were allocation in the FY 2015 budget to support the mid-year FY 2014 salary increases.

Quality Improvements (\$75,000 HEAF)

UHV will continue to support professional development for employees and to take additional measures to insure the university's infrastructure is able to support quality programs and services. UHV participated last year in an upgrade to the PeopleSoft system and plans to implement the transfer credit and student advising modules to help improve advising and other student services. UHV continues to collaborate with UH in the development and use of PeopleSoft and Learn 9.1. One example of quality improvement is with employees travel expenses. UHV instituted review procedures to monitor travel. The results are a 15% reduction in overall travel from FY 2010 to FY 2013, even though the number of employees has increased and the mileage reimbursement rose.

Facilities (\$791,216 New Resources) (\$1,172,901 HEAF)

The Academic and Regional Economic Development Building is currently under construction to be completed spring 2015. The three-story building will be approximately 63,000 square feet and will house the School of Business Administration, Career Services with a job testing area, the Small Business Development Center director, and the new Regional Center for Economic Development. The Center will promote area job creation and retention within the surrounding 13 counties. The building also will contain shared resources, including a 400-seat Multi-Purpose Room, a 200-seat auditorium; additional classrooms including a 60-seat tiered classroom; a gaming simulation lab; and conference rooms. The third floor of the Academic and Regional Economic Development Building will not be finished until UHV receives additional funding from the state. UHV has dedicated \$1,029,901 in the HEAF figure shown above to the construction of this building.

Additional facility improvements will include areas such as dormitory facilities, roof repairs, continued maintenance, additional security lighting landscaping at the new academic facility, and maintenance of student buses to and from student housing to academic and library buildings.

PRIORITY 3. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Technology	\$ 225,912	\$ 618,478	\$ 844,390
Operational Support	353,922	90,892	444,814
Equitable and Competitive Salaries for Staff	354,182	0	354,182
Quality Improvements	0	75,000	75,000
Facilities	791,216	1,172,901	1,964,117
<hr/>			
Totals	\$1,725,232	\$1,957,271	\$3,682,503

PRIORITY 4: COMMUNITY ADVANCEMENT

CONTEXT

A large number of UHV's new academic initiatives are directed toward community need and interest. The MSN with the Family Nurse Practitioner concentration will aid in meeting the medical needs for rural communities in the region, the BA in Health Studies will have within its curriculum some emphasis on public and communal health, and the new MS in Biomedical Science in Professional Science embeds graduate students in internship programs in business and industry so that UHV's graduates in this area will already be employable within agencies, businesses, and laboratories. New concentrations in special education (autism), curriculum and instruction (success coaching), and BAAS (general studies) bespeak the university's mission for applied education. The General Studies degree promises to be a boon to community college graduates at all locations. In particular, those students with large numbers of technology credits and already in the workforce can more easily apply their credits toward a baccalaureate degree and advance in the career they have already chosen. This "real world" connection is becoming a major focus at UHV, not only with these programs, but with others as well, as UHV re-shapes its academic program inventory to meet the workforce needs of the city, the region, and the State.

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

FY 2015 BUDGET INITIATIVES

Civic Engagement (\$70,200 New Resources)

The integration of living and learning, the major purpose of the Quality Enhancement Plan, will expand to include the Office of Civic Engagement.

New resources are being committed to both cultural life (American Book Review) and college athletics. Both enhance the city's cultural and entertainment offerings. The Provost Lecture Series has brought a number of non-literary scholars to campus, and the Office of Civic Engagement, newly developed within Student Affairs, will work with the QEP Director to integrate living and learning activities for QEP implementation.

Small Business Development Center (SBDC) (No New Resources)

The UHV SBDC center remains committed to building and preserving long-term regional relationships that have an impact on the economic health of communities in the area. SBDC provides free guidance and technical assistance in the form of counseling and training, which affects small business development, growth, and sustainability. The staff averages over 40 trips per month into the eleven-county area the SBDC represents. These trips are strategically planned and the representatives do a combination of advocacy, outreach, training, and client activities while representing UHV.

The following are the principal accomplishments for FY 2014:

- Performed 2,149 client sessions for 410 distinct clients, and a total of 5,624 hours
- Helped in the creation of \$18,100,203 in Capital Infusion for area businesses
- Assisted 72 businesses either to start or expand
- Worked with area businesses to help created 256 jobs and retain 327 existing jobs
- Facilitated 90 trainings with 842 attendees

Athletics (\$140,000 New Resources)

In FY2015 additional funds are allocated to hire an athletic trainer to assist with the increased duties of the head athletic trainer and an assistant women’s golf coach. Funds were also allocated to allow for maintenance of the soccer practice and game field, increased scholarship offerings, and recruitment of new athletes.

UHV first added athletics teams in the fall of 2007. Baseball and softball teams competed in their first seasons during spring 2008; soccer and golf were added in fall 2010. UHV has had teams qualified for post-season play each season and in FY2012-13, all six UHV teams qualified for post-season tournaments, the first time all UHV teams have qualified for post-season play in the same school year. UHV also played host to all of our conference spring championships (baseball, men’s and women’s golf, and softball). Over 450 athletes and coaches were in Victoria as part of the weeklong festival of championships. Softball won the conference tournament and advanced to the NAIA National Championships for the third time in the program's six seasons. Vance Edwards won the men’s golf title and earned the right to represent UHV at the National Championships in Salem, Oregon. Three UHV softball players were named NAIA All-Americans, and the men’s soccer team won the most games in team history. In February, the Claud Jacobs Invitational Golf Tournament attracted 24 teams to Victoria, the largest field ever to take part in this all NAIA event. Our women’s and men’s golf and softball teams are nationally ranked. UHV Athletics provides educational opportunities for over 130 student athletes.

PRIORITY 4. BUDGET TABLE

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Civic Engagement	\$70,200	0	\$70,200
Athletics	140,000	0	140,000
<hr/>			
Totals	\$210,200	0	\$210,200

University of Houston-Victoria
Appendix A - Allocation of New FY 2015 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ 14,259
2	Estimated Rider Reductions	(138,325)
3	Subtotal Appropriations	<u>(124,066)</u>
Tuition and Fees		
4	Statutory Tuition	(229,484)
5	Designated Tuition	1,713,720
6	Academic Fees	33,781
7	Student Service Fee	163,723
8	Student Auxiliary Fee	467,361
9	Subtotal Tuition and Fees	<u>2,149,101</u>
Other		
10	Fund Balance	<u>96,936</u>
11	Total Net Revenue	<u>\$ 2,121,971</u>

Reallocations/Reductions		B
1	University-wide Reallocations	\$ (1,814,853)
2	Subtotal-Reallocations/Reductions	<u>\$ (1,814,853)</u>

Priority/Initiative Allocations		C
Priority 1. Student Access and Success		
3	Faculty	\$ 570,516
4	Student Recruitment, Retention and Graduation	551,200
5	Academic Programs	113,036
6	Multiple Delivery Systems	56,352
7	UH System Service Charge, UH Sugar Land & UHS Cinco Ranch	273,134
8	Subtotal - Student Access and Success	<u>1,564,238</u>
Priority 2. National Competitiveness		
9	SACS Reaffirmation & National Accreditation of Key Acad Prog	12,500
10	Equitable and Competitive Salaries for Faculty	345,160
11	Contingencies	79,494
12	Subtotal - National Competitiveness	<u>437,154</u>
Priority 3. University Infrastructure & Administration		
13	Technology	225,912
14	Operational Support	353,922
15	Equitable and Competitive Salaries for Staff	354,182
16	Facilities	791,216
17	Subtotal - University Infrastructure & Administration	<u>1,725,232</u>
Priority 4. Community Advancement		
18	Civic and Community Engagement	70,200
19	Athletics	140,000
20	Subtotal - Community Advancement	<u>210,200</u>
21	Total Priority/Initiative Allocations	<u>\$ 3,936,824</u>

22	Total Net Reductions and New Allocations	<u>\$ 2,121,971</u>
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University of Houston-Victoria
Appendix B - Allocation of FY 2015 HEAF

<u>FY15 Allocation</u>	
HEAF Annual Allocation	\$ 2,393,921
Total Available	<u>\$ 2,393,921</u>

<u>Priority/Initiative</u>	<u>Allocation</u>
Priority 1. Student Access and Success	
Student Recruitment, Retention, and Graduation	\$ 40,000
UHSL & UHS Cinco Ranch System Service Charge	374,650
Multiple Delivery Systems/Increased Online Presence	<u>22,000</u>
Subtotal	<u>\$ 436,650</u>
Priority 3. University Infrastructure & Administration	
Technology	\$ 618,478
Operational Support	90,892
Quality Improvements	75,000
Facilities	<u>1,172,901</u>
Subtotal	<u>\$ 1,957,271</u>
Total New Investments	<u>\$ 2,393,921</u>

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

	<u>FY2014</u>	<u>FY2015</u>
Funds from Endowed Scholarships	\$ 227,404	\$ 244,290
State Scholarships		
Texas Grant Program Scholarship	1,300,000	1,300,000
Teacher Quality Grants		
Texas Public Education Grant (TPEG)	782,418	795,188
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	636,437	812,828
Graduate Scholarships	420,317	528,148
Institutional Scholarships	80,000	80,000
MBA Scholarships	40,000	40,000
Staff Scholarships	80,000	80,000
Athletic Scholarships	252,360	252,360
Jaguar Pledge Scholarships	250,000	450,000
Presidential Scholarships	30,000	21,000
Spirit of the Jaguar Scholarships	5,000	-
Employee Tuition Exchange Program with Victoria College	15,000	15,000
Education Cohort Scholarships		50,000
Texas College Work Study	35,456	35,456
Federal College Work Study	105,937	121,065
Federal Pell Grants	4,770,000	4,770,000
Federal Supplemental Education Opportunity Grants (SEOG)	45,655	54,540
Top 10% Scholarship	18,000	18,000
Teach Grant	26,000	26,000
Total	<u>\$ 9,119,984</u>	<u>\$ 9,693,875</u>

University of Houston-Victoria

Table 1 - Sources & Uses

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2013 Budget	Dollars	Percent	FY2014 Budget	Dollars	Percent	FY2015 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 16.7	\$ 1.8	10.7%	\$ 18.5	\$ 0.1	0.8%	\$ 18.6
2 HEAF	0.0	1.8	8941.5%	1.8	(0.4)	-22%	1.4
3 Tuition & Fees	24.6	1.0	4.0%	25.6	1.7	6.6%	27.3
4 Other Operating	6.9	(1.1)	-16.3%	5.8	1.7	28.8%	7.5
5 Contracts & Grants	5.1	1.6	31.1%	6.7	0.0	0.1%	6.7
6 Endowment Income/Gifts	0.3	0.5	166.6%	0.7	0.0	4.5%	0.8
7 Total Sources	\$ 53.6	\$ 5.5	10.2%	\$ 59.1	\$ 3.1	5.3%	\$ 62.2
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 13.0	\$ (0.1)	-1.1%	\$ 12.8	\$ 0.7	5.2%	\$ 13.5
9 Salaries and Wages - Staff	11.4	0.5	4.3%	11.9	0.9	7.2%	12.7
10 Benefits	5.7	0.5	8.9%	6.3	1.2	18.9%	7.4
11 M&O	12.4	2.6	20.7%	15.0	(0.9)	-5.8%	14.1
12 Capital Equipment	2.4	(0.6)	-23.7%	1.8	0.6	31.1%	2.4
13 Scholarships	7.5	1.7	23.0%	9.2	0.4	4.4%	9.6
14 Debt Service	0.7	0.9	115.4%	1.6	0.0	0.8%	1.6
15 Utilities	0.5	0.0	2.0%	0.5	0.3	62.1%	0.8
17 Total Uses	\$ 53.6	\$ 5.5	10.2%	\$ 59.1	\$ 3.1	5.3%	\$ 62.2
<u>Capital Facilities Budget</u>							
Source of Funds							
18 HEAF	\$ 2.4	\$ (1.8)	-74.7%	\$ 0.6	\$ 0.4	66.7%	\$ 1.0
19 Bonds	21.7	(13.2)	-60.8%	8.5	(5.0)	-59.1%	3.5
20 Gifts	0.0	(0.0)	-100.0%	-	-	-	-
21 Other	0.6	0.1	21.3%	0.8	3.8	509.3%	4.6
22 Total Sources	\$ 24.7	\$ (14.9)	-60.2%	\$ 9.9	\$ (0.8)	-8.2%	\$ 9.0
Use of Funds by Object							
23 Construction	\$ 19.3	\$ (9.5)	-49.0%	\$ 9.9	\$ (1.6)	-15.8%	\$ 8.3
24 Major Rehabilitation	5.4	(5.4)	-100.0%	-	0.8	-	0.8
26 Total Uses	\$ 24.7	\$ (14.9)	-60.2%	\$ 9.9	\$ (0.8)	-8.2%	\$ 9.0
<u>Total Operating, Restricted and Capital Budget</u>							
27	\$ 78.4	\$ (9.4)	-12.0%	\$ 68.9	\$ 2.3	3.4%	\$ 71.3

University of Houston-Victoria
Table 2 - Operations

Source of Funds	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 14,211,861	\$ 14,259	0.1%	\$ 14,226,120
Special Items	776,133			776,133
Less: Rider Reduction Estimates	(110,699)	(138,325)	125.0%	(249,024)
State Benefits Appropriation	3,590,236	267,787	7.5%	3,858,023
Subtotal State General Revenue Appropriations	18,467,531	143,721	0.8%	18,611,252
Tuition and Fees				
Statutory & Graduate Premium	7,552,039	(229,484)	-3.0%	7,322,555
Lab/other Student Fees	6,000			6,000
Subtotal Tuition and Fees	7,558,039	(229,484)	-3.0%	7,328,555
HEAF	2,393,921			2,393,921
Income on State Treasury Deposits	20,742			20,742
Fund Balance	1,116,264	(333,686)	-29.9%	782,578
Subtotal General Funds	29,556,497	(419,449)	-1.4%	29,137,048
Designated				
Tuition and Fees				
Designated Tuition - General	11,226,273	1,713,720	15.3%	12,939,993
Technology Fee	2,702,592	79,365	2.9%	2,781,957
Major/Department/Class Fees	1,952,895	(45,584)	-2.3%	1,907,311
Subtotal Tuition and Fees	15,881,760	1,747,501	11.0%	17,629,261
Indirect Cost	23,167			23,167
Investment Income on Non-Endowed Funds	8,774	78,090	890.0%	86,864
Contracts / Grants / Gifts	54,700			54,700
Self Supporting Organizations/Others	937,471	12,770	1.4%	950,241
Fund Balance	131,608	886,794	673.8%	1,018,402
Subtotal Designated Funds	17,037,480	2,725,155	16.0%	19,762,635
Auxiliary Enterprises				
Student Fees				
Student Service Fee	2,058,652	163,723	8.0%	2,222,375
Other Student Fees	80,000			80,000
Subtotal Student Fees	2,138,652	163,723	7.7%	2,302,375
Sales & Service - Student Housing/Meal Plans	3,769,000	467,361	12.4%	4,236,361
Sales & Service - Athletics/Hotel/UC/Other	9,900	-		9,900
Fund Balance	-	174,883	na	174,883
Subtotal Auxiliary Funds	5,917,552	805,967	13.6%	6,723,519
Total Current Operating Funds	52,511,529	3,111,673	5.9%	55,623,202
Interfund Transfer	(869,353)	(14,189)	1.6%	(883,542)
Total Sources	\$ 51,642,176	\$ 3,097,484	6.0%	\$ 54,739,660
Use of Funds by Object				
Salaries and Wages	\$ 24,507,074	\$ 1,356,374	5.5%	\$ 25,863,448
Benefits	6,207,802	1,177,389	19.0%	7,385,191
M&O	14,150,830	(567,483)	-4.0%	13,583,347
Capital	1,826,325	567,596	31.1%	2,393,921
Scholarships	2,848,553	241,000	8.5%	3,089,553
Debt Service	1,601,592	12,320	0.8%	1,613,912
Utilities	500,000	310,288	62.1%	810,288
Total Uses	\$ 51,642,176	\$ 3,097,484	6.0%	\$ 54,739,660

University of Houston-Victoria

Table 3 - Restricted

Source of Funds	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
Restricted				
Contracts and Grants				
Research	\$ 328,175	\$ 85,534	26.1%	\$ 413,709
Financial Aid	6,366,862	(77,257)	-1.2%	6,289,605
Endowment Income	227,404	16,886	7.4%	244,290
Other Restricted	515,759	16,789	3.3%	532,548
Total Current Operating Funds	7,438,200	41,952	0.6%	7,480,152
Total Sources	\$ 7,438,200	\$ 41,952	0.6%	\$ 7,480,152
Use of Funds by Object				
Salaries and Wages	\$ 175,600	\$ 168,234	95.8%	\$ 343,834
Benefits	44,290	4,943	11.2%	49,233
M&O	851,448	(298,258)	-35.0%	553,190
Scholarships	6,366,862	167,033	2.6%	6,533,895
Total Uses	\$ 7,438,200	\$ 41,952	0.6%	\$ 7,480,152

University of Houston-Victoria

Table 4 - Capital Projects

	Project to Date (1)	FY2015 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
New Construction								
Academic/Economic Development Building	\$ 7,000,000	\$ 5,796,104		\$ 12,796,104	\$ 3,476,704	\$ 8,519,400		\$ 800,000
Sophomore Housing		2,500,000	\$ 10,300,000	12,800,000		12,800,000		
Subtotal New Construction	\$ 7,000,000	\$ 8,296,104	\$ 10,300,000	\$ 25,596,104	\$ 3,476,704	\$ 21,319,400	\$ -	\$ 800,000
Major Repair and Rehabilitation								
Athletic Training Facility	\$ 225,000			\$ 225,000				\$ 225,000
Student Housing Project	250,000			250,000				250,000
Demolition of Two Apartment Complexes		750,000		750,000				750,000
Subtotal Major Repairs & Rehabilitation	\$ 475,000	\$ 750,000	\$ -	\$ 1,225,000	\$ -	\$ -	\$ -	\$ 1,225,000
Total	\$ 7,475,000	\$ 9,046,104	\$ 10,300,000	\$ 26,821,104	\$ 3,476,704	\$ 21,319,400	\$ -	\$ 2,025,000

6.23

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

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

Employee Classification	FY2014 Budget	-----Change-----		FY2015 Budget
		FTE	Percent	
Faculty	140	7	5.0%	147
Part-time Faculty	47			47
Professional Staff	181	13	7.2%	194
Classified Staff	115	10	8.7%	125
Temporary Staff	29	1	3.4%	30
Total	512	31	6.1%	543

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Table 6 - Student Credit Hours, Headcount, and FTE

	FY2011 Actuals	FY2012 Actuals	FY2013 Actuals	FY2014 Budget	FY2015 Budget	FY15 vs FY14 Change
Semester Credit Hours						
Lower Division	10,731	12,947	15,802	16,544	20,510	3,966
Upper Division	45,487	47,430	46,288	48,424	50,594	2,170
Masters	27,483	26,230	24,058	27,289	24,466	(2,823)
Total	83,701	86,607	86,148	92,257	95,570	3,313
Semester Credit Hours-On/Off Campus						
On Campus	11,524	13,689	16,919	20,188	26,760	6,572
Off Campus	72,177	72,918	69,229	72,069	68,810	(3,259)
Total	83,701	86,607	86,148	92,257	95,570	3,313
Fall Headcount	4,095	4,330	4,335	4,466	4,490	24
Fall FTE	3,115	3,332	3,343	3,349	3,495	146

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

Sources	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,138,652	\$ 163,723	7.7%	\$ 2,302,375
Budgeted Fund Balance		174,883		174,883
Total Sources	\$ 2,138,652	\$ 338,606	15.8%	\$ 2,477,258
Allocations				
Financial Aid	\$ 477,508	\$ 10,141	2.1%	\$ 487,649
Student Relations	25,975			25,975
Student Senate	12,000	5,900	49.2%	17,900
Registrar	227,851	5,537	2.4%	233,388
Publications	9,000			9,000
Student Organization	3,250	7,663	235.8%	10,913
SS Fees Contingency	765,283	(685,283)	-89.5%	80,000
SS Coach Salaries		178,308		178,308
Student Life & Services		336,185		336,185
Student Affairs		71,571		71,571
YMCA Student Memberships		10,000		10,000
Counseling Center Salaries		105,068		105,068
Special Events	12,650	(8,650)	-68.4%	4,000
Student Service Support	35,025			35,025
Credit Card Support	70,000			70,000
Parking	1,000			1,000
Telecommunications Service	15,260	1,515	9.9%	16,775
Transcripts	7,000			7,000
Commencement	52,000			52,000
Graduation & Diploma	10,000			10,000
VIP/Registration Support	9,000	200,672	2229.7%	209,672
Career Services	114,002	2,840	2.5%	116,842
ADA Compliance	1,000			1,000
International Student Relations	6,000	4,000	66.7%	10,000
Jaguar Journey	6,000	500	8.3%	6,500
Student Transportation	91,279	96,970	106.2%	188,249
Community and Alumni Relations	21,750			21,750
Athletics	140,631	2,410	1.7%	143,041
Auxiliary Student Technology	11,200			11,200
Auxiliary Accounting	13,988	(6,741)	-48.2%	7,247
Total Allocations	\$ 2,138,652	\$ 338,606	15.8%	\$ 2,477,258

University of Houston-Victoria

Note to Table 2: Operations Expenditures By Organization

	FY2014	-----Change-----		FY2015
	Budget	Dollars	Percent	Budget
Use of Funds by Organization				
President				
President's Office	\$ 1,915,749	\$ 178,765	9.3%	\$ 2,094,514
Human Resources	513,249	19,009	3.7%	532,258
Subtotal President	2,428,998	197,774	8.1%	2,626,772
University Advancement	376,573	11,054	2.9%	387,627
Marketing	611,224	256,013	41.9%	867,237
Subtotal Administration and Finance	987,797	267,067	27.0%	1,254,864
Academic Affairs				
Office of the Provost	1,217,720	101,251	8.3%	1,318,971
Arts and Sciences	4,738,681	209,146	4.4%	4,947,827
Business Administration	6,708,274	114,432	1.7%	6,822,706
Small Business Development Center	241,555			241,555
Education	2,970,509	434,117	14.6%	3,404,626
Nursing	1,955,488	224,935	11.5%	2,180,423
Student Affairs	2,803,491	(21,475)	-0.8%	2,782,016
Library	1,242,786	12,155	1.0%	1,254,941
Library	1,682,572	(377,808)	-22.5%	1,304,764
Subtotal Academic Affairs	23,561,076	696,753	3.0%	24,257,829
Scholarships	2,848,553	311,427	10.9%	3,159,980
Administration and Finance				
Office of the VP Administration and Finance	1,646,508	139,668	8.5%	1,786,176
Budget	143,675	(22,936)	-16.0%	120,739
Business Services	1,108,393	(18,193)	-1.6%	1,090,200
Finance	464,263	6,276	1.4%	470,539
Admin Technology Services	1,038,131	224,394	21.6%	1,262,525
Plant Operations	1,193,639	176,957	14.8%	1,370,596
Subtotal Administration and Finance	5,594,609	506,166	9.0%	6,100,775
Other				
Staff Benefits	6,207,802	1,177,389	19.0%	7,385,191
Contingency	611,970	687,604	112.4%	1,299,574
Debt Service	1,601,592	(6,179)	-0.4%	1,595,413
System Service Charge	3,670,201	80,188	2.2%	3,750,389
Utilities	500,000	310,288	62.1%	810,288
Student Housing Services/Meal Plan	2,886,560	(547,267)	-19.0%	2,339,293
Enrollment Contingency	743,018	(583,726)	-78.6%	159,292
Subtotal Other	16,221,143	1,118,297	6.9%	17,339,440
Total Uses	\$ 51,642,176	\$ 3,097,484	6.0%	\$ 54,739,660

University of Houston-Victoria

Note to Table 3: Restricted Expenditures By Organization

	FY2014 Budget	-----Change-----		FY2015 Budget
		Dollars	Percent	
Use of Funds by Organization				
President	\$ 61,679	\$ 842	1.4%	\$ 62,521
Academic Affairs				
Office of the Provost	23,195	(22,340)	-96.3%	855
Research Development	30,885	1,046	3.4%	31,931
School of Business		10,204		10,204
School of Arts & Sciences		15,705		15,705
School of Nursing	429,000	11,332	2.6%	440,332
Small Business Development Center	299,175	(15,736)	-5.3%	283,439
Financial Aid	227,404	16,886	7.4%	244,290
Subtotal Academic Affairs	1,009,659	17,097	1.7%	1,026,756
Scholarships	6,366,862	24,013	0.4%	6,390,875
Total Uses	\$ 7,438,200	\$ 41,952	0.6%	\$ 7,480,152

3.12 Workload and Compensation

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

3.12.1 Teaching Workload Expectation

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

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

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

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

3.12.1.1 Minimum Course Enrollments

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

3.12.1.2 Course Load Modification

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

3.12.1.3 Overload Teaching

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

3.12.1.4 Summer Scheduling and Compensation

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

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

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

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

3.12.1.5 Faculty Availability

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

3.12.1.6 Academic Advising

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

3.12.1.7 Office Hours

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

1. Faculty shall schedule and maintain a minimum of one office hour per week, per course, at times convenient to students and be available by appointment.